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# Latin America Report

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## PRIVATE SECTOR TO CONTROL INVESTMENT CORPORATION

FL181009 Bridgetown CANA in English 2123 GMT 17 May 81

[Text] St Johns, Antigua, 17 May (CANA)--Caribbean Community (CARICOM) government and private sector interests have agreed at a meeting here to a new scheme to accelerate investment in the region. The private sector is to take over controlling interest in the 7-year-old Caribbean Investment Corporation (CIC)--switching places with regional governments--and pump millions of dollars in new equity into it.

The decision was taken at last Friday's seventh annual meeting of the St Lucia-based CIC--a joint public and private sector agency set up to promote industrial development in CARICOM's less developed countries (LDC's). Of the 12 CARICOM governments on the board, only Guyana voted against an IDC [as received] resolution giving the private sector--as represented by the Caribbean Association of Industry and Commerce (CAIC)--a 51 percent equity participation in the CIC, conference sources said.

The private sector--which is represented on the CIC board by four persons--agreed to subscribe a minimum of two million U.S. dollars in cash to the CIC's equity by the end of April next year.

The resolution also calls on the CAIC to deposit to the account of the CIC a sum of no less than 12 million dollars (US) as soft loan funds for onlending to private investors in both the LDC's and the more developed countries (MDC) of CARICOM.

The resolution, which came out of a CAIC initiative, also agreed:

That the portfolio of the CIC be amended to permit soft loans and investments to be made on a ratio of 70 percent for the LDC's and 30 percent for the MDC's;

That in future the corporations should adopt a disbursement policy based on a 60/40 loans/equity ratio, subject to review at the next annual general meeting of the board of governors;

That in the disbursement of soft funding emphasis should be placed on small and medium sized enterprises in the region and;

That the management of the corporation be placed in the control of the private sector with immediate effect.

The board, except for Guyana, agreed that after 7 years of operation the structure of the CIC--with CARICOM governments holding controlling interest--had not really allowed the corporation to achieve its objectives.

The Barbados-headquartered CAIC, at its April meetings, had in a resolution called for establishment of a viable private sector financing facility. The resolution was circulated regionwide. At a roundtable businessmen's conference in Jamaica last January (then) CAIC President Jodha Samroo had circulated a lengthy paper, making out a strong case for establishment of a regional loan and risk capital facility for the private sector.

The CAIC itself is now in the midst of a major reorganization to strengthen its administrative and financial capacity. Last month the organization named big Barbadian businessman John Goddard as the new CAIC president and Guyanese Patterson Thompson, as executive director.

Last week's CIC meeting here chaired by Grenada Deputy Prime Minister Bernard Coard, saw ministers (mainly of finance) attending from nine of the 12 CARICOM states--Antigua, Barbados, Dominica, Grenada, Trinidad and Tobago, Guyana, St Vincent, Belize and St Kitts. The other three countries on the 16-member CIC board--Jamaica, St Lucia, Montserrat--were represented by senior officials.

CSO: 3025/1012

## UK OFFICIAL EXPLAINS AIM OF AID TO CARIBBEAN

FL161638 Bridgetown CANA in English 1624 GMT 16 May 81

[Text] Plymouth, Montserrat, 16 May (CANA)--British aid to the Caribbean in 1981-82 will be directed towards projects which are economically productive, according to Anthony G. Hurrell, under secretary for aid for Asia and the oceans (Caribbean, Pacific and Atlantic).

"It (British aid) is for projects which help with ways of providing alternative energy resources," he said. "It is for projects which can also have an impact on the private sector and social infrastructure. But we believe very strongly that the identification of aid projects is one for constructive dialogue between ourselves and the government."

Hurrell met reporters after talks with government officials here yesterday. He said that while the British government had reduced its total foreign aid program, it is continuing to give priority to the commonwealth and within the commonwealth to its dependencies.

"All public expenditure in the United Kingdom has been cut back and the aid has not been cut back disproportionately," he said. He told reporters the British government is still very anxious to make sure that the commonwealth countries and particularly the British dependencies have a high level of aid.

Hurrell, an alternative governor of the Caribbean Development Bank (CDB) came to Montserrat after attending this week's meeting of the CDB board of governors in Antigua.

CSO: 3025/1012

## BRIEFS

CANE HARVESTERS EXPORT--Bridgetown, Barbados, 13 May (CANA)--Barbados will soon be exporting more mechanical cane harvesters and loaders to as far away as Indonesia, a government release said today. It quoted Dr Colin Hudson, director of Carib Agro-Industries Limited, and the man who developed and pioneered the mechanical cane harvester in Barbados, as saying that six of the machines will be shipped to Indonesia next month. Already, two cane harvesters, costing 50,000 dollars (US) each, have been exported to Puerto Rico, two to the Dominican Republic, seven to Somalia and one each to Venezuela, Costa Rica, and Sulawesi. A number of other markets are being explored, Dr Hudson said. [Excerpt] [FL132255 Bridgetown CANA in English 2232 GMT 13 May 81]

OFFSHORE BANKING--Bridgetown, Barbados, 19 May (CANA)--The state-owned Barbados National Commercial Bank is venturing into offshore banking, Prime Minister Tom Adams told parliament here today. He said the bank now had a fully registered branch in London, a move which could see other such offices set up in other metropolitan cities, should the need arise. The prime minister did not elaborate. [Excerpt] [FL192246 Bridgetown CANA in English 2228 GMT 19 May 81]

CSO: 3025/1012

## RELATIONS BETWEEN PLANALTO PALACE, GOVERNORS DISCUSSED

Rio de Janeiro JORNAL DO BRASIL in Portuguese 5 Apr 81 p 12

[Article by Ricardo Pedreira: "Maluf and Antonio Carlos Are Planalto Preference"]

[Text] Brasilia--In a republic that is federative in name only, where the states depend upon Brasilia for almost everything, the political and administrative success of Brazilian governors is easily measured by the standing they enjoy relative to Planalto Palace. Those who get along well with the central government are those that will have the best chance to accomplish their state plans.

This valuable prestige depends, essentially, on services rendered to the federal government. Thus it is that governors such as Paulo Maluf, who became chief executive of Sao Paulo without the blessing of President Figueiredo, may be mentioned today, along with his Bahia colleague Antonio Carlos Magalhaes, as one of those most favored by Planalto. And those who turn against federal directives, such as Alacid Nunes of Para, do not even get in to see the president.

## Maluf

For one such as Paulo Maluf, who became governor of Sao Paulo after defeating in an indirect election the choice of Planalto, Mr Laudo Natel, greatly upsetting the then future President Figueiredo, the admiration he now enjoys in important palace circles is extraordinary.

"Wouldn't it be wonderful if we had more Malufs around," an influential presidential adviser is accustomed to saying, alluding to the Sao Paulo governor's ability to win opposition congressmen over to the government party and thus assure political peace for Planalto. In reply to opposition accusations that Mr Maluf's powers of persuasion are nothing other than heavy-handed corruption, presidential advisers retort ironically: "I'd like to see how those people would act if they were in power..."

The truth is that, in the case of Governor Maluf, Planalto Palace seeks to support him from a pragmatic viewpoint: as long as he serves federal interests, as occurred, for example, in the election of Deputy Nelson Marchezan as Chamber president, he deserves total support. After November of next year, when the Sao Paulo governor's talent for swelling the ranks of the PDS [Social Democratic Party] will have been fully utilized, he will certainly have to render other services to maintain his standing with Planalto.

When General Figueiredo was merely the designated successor to the president of the republic and was campaigning across the country with his promises of liberalization, he had, no matter how he detested it, to have lunch with the governor-elect of Sao Paulo. At the time, the mere mention of Maluf's name was enough to irritate former President Geisel's successor. Thus it was that after lunch General Figueiredo was getting ready to fly back to Brasilia. In the lobby of Hotel Eldorado Higienopolis in the Sao Paulo capital, the future governor bade the future president farewell with a cordial embrace and predicted: "I know you don't like me. But you will."

The Sao Paulo governor had to work hard to win esteem at Planalto Palace. That was not the case with the other governor who, along with Maluf, is undoubtedly the best-liked in Brasilia, Antonio Carlos Magalhaes. An old friend of General Figueiredo and one of those supporting his choice to succeed President Geisel, the Bahia governor always enjoyed great esteem in Planalto Palace.

Running even with Mr Maluf, the Bahia governor during these 2 years of the Figueiredo administration broke the record for audiences with the president: they were each received 11 times in the president's office. Even more than Maluf, Magalhaes has extremely easy access to the circles of power. He can even be given the luxury of arriving by surprise and even so obtain a few precious minutes of conversation with the president. During his trips to Brasilia he has been received more than once by the president at his residence in Granja do Torto.

Whenever he is in Brasilia, in addition to the president, the Bahia governor makes a strategic circuit in Planalto Palace: he goes to see Minister Golbery, Heitor Ferreira (the president's private secretary), Minister Venturini and Minister Medeiros. Other governors of lesser standing also try to follow the same route, but only a few, such as Magalhaes, Maluf and Pernambuco Governor Marco Maciel, find it so easy to get into the palace offices.

Besides representing the certainty of a resounding victory for the PDS in his state, Governor Magalhaes shines in Brasilia because of the great similarity between his ideas and those of the Planalto personnel. "He is a man who knows how to act at the right time. The PM [Military Police] strike in Bahia is proof of that," explains a presidential adviser.

Pernambuco Governor Marco Maciel is another with easy access in Planalto. A close friend of all-powerful private secretary Heitor Ferreira, Mr Maciel is one of the spokesmen for the northeastern governors at times when the region, beset by drought, seeks salvation in federal funds.

As all northeastern governors, he never tires of making requests for his region, which, although the granary of votes for the PDS, feels it has not had sufficient beneficial action by the federal government, especially against the drought. But Mr Maciel, a good politician, knows how to communicate his demands and, as a rule, is the one who is most successful in obtaining funds.

Those who are irritated by what they call the federal government's insensitivity eventually suffer a kind of punishment. That was the case of Paraiba Governor Tarcisio Burity, who in 1979 protested against economic measures pursued by Brasilia that harmed the industry of his state and spent almost 1 year hearing nothing but "no" in answer to his requests.

If there is one thing that weakens a governor's standing in Planalto, it is what a presidential adviser calls "the constant clamor for money." Planalto contends that the governors must understand that the major problem of the federal government is precisely the shortage of funds. Right at the outset of the Figueiredo administration, Rio Grande do Sul Governor Amador de Sousa, who even now is still received in a merely formal manner by the president, was given the nickname "destitute minor," so many were the requests he carried to Brasilia.

If there were an official way of measuring the standing of the governors in Planalto, the margin of error would be small if, right after the governors of Sao Paulo, Bahia and Pernambuco, one were to list Virgilio Tavora (Ceara), Ney Braga (Parana) and Paulo Ivo de Faria (Mato Grosso do Sul). Since 1979 the Ceara governor has been considered a close ally of President Figueiredo. Just as Ney Braga, he is considered an example of a good administrator and a politician essential to the party. As for Mr. Tedrossian, the very episode of his appointment as governor of Mato Grosso do Sul, where the federal government supported him although knowing that this would cause serious defections in the state's PDS, is sufficient to illustrate his standing. His main supporter within Planalto is Mr. Heitor Ferreira.

#### FINANCA

Just as the lightning action by Governor Antonio Carlos Magalhães against the striking PM railroad workers drew the attention at Planalto, the vacillations of Minas Gerais Governor Figueiredo Freire in a similar situation were enough to finish him with the president and the advisers. At Planalto Palace they still talk about the disastrous way in which Mr. Franco acted in the middle of 1979, when Belo Horizonte civil construction workers organized a ferocious strike. The governor eventually asked for help from Brasilia.

The Minas Gerais governor also has some trouble getting along with Planalto Palace due to his differences with Justice Minister Ibrahim Abi-Ackel, also a Minas Gerais politician but from the PSD (Social Democratic Party). Francelino still tries to favor politicians who, like him, come from the UDN (National Democratic Union).

There are also those governors who receive a correct but strictly formal treatment by Planalto. This is what happens to the great majority of northeastern governors and the governors of Amazonas (Jose Lindoso), Santa Catarina (Jorge Bornhausen), Goiás (Ary Valadares), Espírito Santo (Eurico Rorendo) and Mato Grosso (Frederico Campos).

As for the governor with the lowest standing and least influence at Planalto Palace, there is no room for doubt: it is Para's Alacid Nunes. He committed the great political error of quarreling with Senator Jarbas Passarinho, political leader in his state and probably one of the PDS congressmen most liked by President Figueiredo. Mr. Alacid is today a completely ostracized governor, who does not even dare ask to see the president and who is condemned to spend the rest of his term without any special favor from the federal government, which in Brazil is a real disaster for the chief executive of any state.

Even the only governor affiliated with the opposition, Chagas Freitas of Rio de Janeiro, enjoys a better standing in Brasilia than does the Para governor. It is because he always collaborated when he was needed, as in the election of Deputy Marchezan as Chamber president.

## ELECTORAL REFORM INTERESTS OF GOVERNMENT, PARTIES LISTED

Rio de Janeiro O GLOBO in Portuguese 12 Apr 81 p 6

(Article: "What the Government Wants and What the Opposition Does Not Want")

[Text] Brasilia--Voting by district is not on the agenda of the PDS [Social Democratic Party] commission that is studying electoral reform. "Because it is a controversial matter, the commission doesn't even include it in its discussions. It is a subject that is under discussion at other party levels," Deputy Prisco Viana (PDS/Bahia), party secretary general, explained this week.

The government party is trying to avoid major discussions about reform as long as the commission has not finished its work. It merely submits reasons why it should be carried out properly. The basic argument is that the law is out of date, especially since the term expired for a number of arbitrary laws made at the end of the Getulio presidency and the beginning of Figueiredo's.

For this reason "the electoral law in force does not favor the election," said Prisco Viana. And he gave an example:

"The law speaks of indirect election for governor, whereas we are already about to have a direct election."

Besides not being much help, it is considered "out of date and fragmented" by the PDS secretary, who wants, besides consolidation and updating of the text, "some innovations based upon proposals being studied for improving the Brazilian electoral system."

He does not say what these proposals are, but admits that the linking of votes, access to radio and television, and coalitions are being studied.

Although, on the government side, reform is a matter "being studied," among the opposition it has already reached some definition: The opposition at least knows what it does not want. And in a kind of warning it decides against what it thinks the government will propose: voting by district, linkage, multicandidate slates, limited access to radio and television.

But there are also some things the opposition wants: It wants to force the government to define the electoral rules for 1982 as soon as possible. The opposition, through all the parties into which it is divided, wants to gain time.

In the Popular Party (PP) almost every day its president, Senator Tancredo Neves, mentions "the moral and unavoidable duty" of the government to announce its position regarding reform.

The PMDB (Brazilian Democratic Mobilization Party) is thinking of making the government-suppression dialogue subject to a prompt definition of electoral rules. The Workers Party (PT) takes the same position. Leonel Brizola's PDT (Democratic Labor Party) not only agrees but dares to suggest that the government is delaying in order to "contain Congress to purely institutional debate in order to compromise its political representation of the people," as its leader in the Chamber of Deputies, Aldo Rebelo, said.

On March 1st, 1982, were interviewed leaders of each party and made a report of current positions on electoral reform taken by the five major Brazilian parties.

#### PPB

It is unified behind the party commission that is studying the matter, whose chairman is Senator Almir (João) Soares (Para) and whose moderator is the party secretary, Deputy Francisco (Lima) Bahia.

It suggests compilation and updating of prevailing electoral laws to "eliminate the contradictions that are in disagreement with the nation's current process of democratization."

It intends consultations with its representatives in the Senate, Chamber of Deputies, state assemblies and city councils and with party workers to gather suggestions. It intends to prepare a bill for a new Brazilian Election Code.

It intends to propose "a law to protect the election from the influence of economic power or other influences that could impede the voter's free expression or restrict or distort his will."

It wants to improve the electoral process and is considering suggesting, among others, measures to: a) reduce the number of voters per election precinct; b) introduce ballots on colored paper to distinguish the types of elections; c) simplify the paperwork of party membership and voter eligibility.

It expects to propose, based upon the consultations it is holding with the rank and file and with party leaders, specific measures about sub-parties, coalitions, linkage and voting by district.

#### PMDB

Wants to make the dialogue with the government subject to immediate definition of the rules of the electoral game for 1982.

Has an electoral commission in operation consisting of Senators Pedro Simon and Humberto Lucena and Deputies Jose Costa, Paulo Rattes, Aldo Fagundes, Roque Aras and Darcy Farias. On 22 April it is to approve a document with the party's proposals.

Does not want voting by district, multiscandidate places or vote linkage.

Favors the right of those who were assassinated or are being tried under the National Security Law to be candidates.

Wants to reduce the residency requirement from 2 years to 1 year.

Wants to adapt the electoral code to the constitution in regard to establishment of direct elections for governor.

Wants to amend legislation about party funding, adopting the German model, according to which the state distributes funds to the parties proportionally to votes obtained.

Wants adoption of separate ballots and ballot boxes and ballots of different colors for elections of governor, deputy (federal and state), mayor and councilman.

Will propose measures to reduce the influence of economic power in the electoral process.

Wants to control the action of federal, state and local governments during the election period.

Wants to amend the Falcao Law, with the parties having access to the media 2 hours a day during the 2 months preceding elections. The division of time will be proportional to the number of federal deputies from each party, assuring a minimum time for small parties.

PP

Wants 1982 to become "viable" as soon as possible, by defining electoral reform. Fearful about the election being held and is disenchanted with the dialogue.

Does not believe the current government is capable of modifying the prevailing economic model "through dialogue."

Believes the rules for choosing the president of the republic in 1984 should be determined by the elections of 1982, which will give prestige, influence and legitimacy to governors and deputies elected by popular vote.

Suspects that the government is planning to suspend mandates of deputies and senators. Proposes dissolution of the opposition parties should mandates be suspended.

Is opposed to voting by district, multivanditate states, linked voting and loss of mandate for party disloyalty.

Favors party coalitions.

Defends use of obstructionist tactics in Congress as a way to force the government to expedite sending its election proposals to Congress.

PDT

Believes that the government's intention in discussing the Law of Foreigners and the prerogatives of Congress is to set up a smokescreen so that congressmen cannot discuss matters "of real concern to the people."

insists upon reforms that permit alternation of parties in power.

Favors a broad dialogue that includes especially an attempt to solve the socioeconomic crisis.

Is opposed to multicandidate slates, voting by district and linked voting.

Favors party coalitions.

Wants to reduce the residency requirement, especially for those who were exiled.

Condemns, as "blank cassation," the legal requirement that establishes loss of mandate for congressmen elected by parties that cannot obtain the minimum number of deputies to become organized.

Wants to revise the Falcao Law to avoid, among other things, regional directorates monopolizing for some candidates the time allotted to the party.

PT

Considers the multicandidate slate "incongruous" if there are well-defined parties. Thinks it is expedient for solution of the problems of the government party or of the "Christianist-type" opposition parties.

Acknowledges that voting by district can make the mandate more representative in countries where there is full democracy and the people vote critically. In Brazil, however, it considers adoption of the vote by district a step toward exposing the election to corruption.

Thinks it is absurd to end full-slate voting.

Thinks prohibition of coalitions is unfeasible.

Supports broad access of candidates to the media. Is opposed to the PMDB proposal of proportional division of time according to the number of deputies. Wants equitable distribution among all political parties of subsidies from the Party Fund.

Wants to revoke the National Security Law, at least in part, so that parties now clandestine can be legalized.

Wants complete change of the Law of Ineligibilities. Is against political restrictions on candidates.

Advocates voting rights for the Federal District and popular voting for mayors of state capitals and municipalities and areas considered vital to national security.

Periods for Affiliation, One Problem With Two Versions

Two questions of a practical nature are disturbing Brazilian congressmen: the question of the period of party affiliation for whoever has not yet joined one and the electoral situation of whoever has already made his party choice and decides to

change parties. These two subjects were put before the Superior Electoral Court [TSE], which has made a decision regarding them.

#### One Who Does Not Yet Have Party

The question, taken to the TSE by Senator Dircea Cardoso of Espirito Santo, obtained the following decision: the intervals will be equal to at least the respective time of definitive registration of the party considered.

For its decision, the court examined two laws: the Organic Law of Parties (which establishes 2 years after the new affiliation) and Law No 5782 (which requires 12 months of affiliation before elections for governor, lieutenant governor, senator and alternate, federal deputy and state deputy and 6 months for local posts). In the case of the 1982 elections the court decided that "the requirement of periods will be in strict accordance with the age of the parties that then exist, comprising organized parties, that is, those with definitive registration."

#### One Who Changes Parties

Deputy Tertuliano Azevedo (PP-Sergipe) raised the question and received the following decision in reply: "There may be a change of party provided that the transferring voter belongs to the one he is joining by the date of its definitive registration. The period of new affiliation will begin only after definitive registration of the new political party."

According to the court, "inasmuch as no party is as yet definitively registered and hence the maximum period of 2 years cannot be met before the 1982 elections, the new affiliation must be made to cover the maximum possible time, so that the voter must obtain the new affiliation at least by the date of the definitive registration of the party he wishes to join."

In its decision the court analyzed the article of the Organic Law of Parties that imposes a 2-year period for whoever changes parties in the case of parties that are already registered definitively. That is why the parties now being formed are waiting as long as possible to apply for definitive registration, because a party that is registered cannot receive congressmen from another group as the latter could not be candidates for reelection.

8834

CSO: 3001/169

## LACK OF U.S. FOREIGN POLICY TOWARD CENTRAL AMERICA SCORED

Rio de Janeiro JORNAL DO BRASIL in Portuguese 5 Apr 81 p 10

[Editorial: "Earthquakes in the Vacuum"]

[Text] The internal crisis resulting from the discussion about the powers of General Haig plainly reveals what until a short time ago could only be surmised or perceived intuitively: The United States does not yet have a consistent foreign policy and Governor Reagan seems to limit himself, in certain cases, to reversing the sign of Governor Carter's more glaring errors.

Of these cases, Central America is the most typical and the most serious. A new administration is not obligated to have, from the beginning, a complete strategy for all situations: practice is important to complete what theory merely outlines. For this very reason the Republican administration could have avoided the obsessive posture it has assumed in El Salvador and environs to demonstrate that the time of /indecision/ [in boldface] has ended.

Cutting economic aid to Nicaragua is the most recent step in a curious process of political self-limitation. No one denies that the Sandinist regime, having come to power, did not fulfill its promises of "genuine pluralism"; that the Catholic Church itself, participating in the revolution through some of its more daring wings, was forced to repent this excessive activism.

In slamming the door on the Managua regime, however, Washington is repeating 20 years later the impetuosity that forced Cuba definitively into the Soviet orbit: in the early stages of the Sierra Maestra revolution Fidel Castro was open to various influences--especially economic.

Washington abstained from this type of /participation/ [in boldface]--just as it is now washing its hands of Nicaragua. The platform is thus prepared which will be mounted by another "protector"--the "natural ally of the peoples of the Third World," as Havana would have it.

The situation in El Salvador is serious for El Salvador--but not for the Western Hemisphere. Nothing prevents Costa Rica from following the same path--or Honduras or Guatemala. It is not a planetary cataclysm--but rather the result of the chronic ineptitude of the U.S. presence in the region. El Salvador for many years lived under the shadow of 20 or 30 wealthy families--nearly all of them residing in the United States. The old oligarchic model produced a guerrilla war corresponding to

the country and the region. An interview with a local "guerrilla leader" is a return to the museum of Marxism, to the primer that resulted in the economic collapse of Cuba, in the disintegration of the Polish regime, in the bureaucratic hierarchy of Russia. That kind of rhetoric is no threat to the Western Hemisphere--as the hemisphere has been able to demonstrate repeatedly.

The guerrilla war, in fact, suffered the collapse of the "final offensive" which it had launched when the "new U.S. policy" emerged, in order to save it from discredit and humiliation.

The current Salvadoran regime, it is clear, does not inspire confidence in anyone. West Germany is blocking the aid it was giving to El Salvador, insisting upon the need for a political solution to the bloodshed. The countries visited by General Walters avoided, as was to be expected, taking a position on an issue that was obviously "out of focus." The obsessive posture adopted by Washington, however, led President Reagan to say, in a press interview, that "in El Salvador we are on the side of those who are supporting human rights"--an assertion that even in rhetorical terms would be difficult to explain or support.

Such a succession of improprieties, it is now known, arose from the desire (of Haig? Of Reagan himself?) to choose a "model case" to demonstrate the "new U.S. posture" toward the international situation. The choice could not have been more unhappy: in Central America the United States is not confronting Soviet power, but rather the delusions of its own regional diplomacy.

That diplomacy does not seem to have progressed: if the unconditional (it could be called blind) support for the existing regime is successful, Washington will be accused of "repressing another progressive revolution." If it does not work, it is hard to imagine what might happen. A rebel victory--due to the importance that Washington itself has conferred upon a local conflict--has become unacceptable; and there is the United States once again shackled to a "military solution" that does not begin to be a solution.

While all this is going on, one waits in vain for the appearance of the new under-secretary for Latin American affairs: in Washington regional policy has suddenly become a matter of national security--which is the best way of removing it from its proper context and of always making more mistakes.

8834

CSO: 3001/169

## EDITORIAL VIEWS U.S. OVERTURES TO ARGENTINA, CHILE

Sao Paulo O ESTADO DE SAO PAULO in Portuguese 8 Apr 81 p 3

[Editorial: "The U.S.-Argentine Rapprochement"]

[Text] U.S. Army Chief of Staff Gen Edward Charles Meyer is making an official visit to Argentina, where he will meet with the new president, Roberto Viola, and high-ranking military authorities, and visit units of the Argentine Army. The announced purpose of the trip is "to meet and increase interchange between the two countries, within the current international political situation." Diplomats accredited in Buenos Aires attribute particular importance to the visit of General Meyer. Two facts catch the attention of international observers: the visit's duration of a week and the fact that it does not include other Latin American countries.

Everything considered, we are seeing a rapprochement between the United States and Argentina, an event all the more interesting because during the times of Carter and Videla relations between the two countries were cool, as Argentina was one of the principal targets of the campaign in support of human rights and against Latin American military regimes conducted by the White House. Videla's Argentina, in reprisal, broke military relations between the two countries and defied the U.S. policy of boycotting the Soviet Union for having invaded Afghanistan; Buenos Aires refused to join the boycott of the Olympic Games in Moscow and took advantage of the embargo on furnishing grain to the USSR to increase its wheat sales there. Inasmuch as the Argentine regime, after replacing one general with another (although clearly inclined to a relative liberalization), did not essentially change its political nature, one can only conclude that the new relationship between these two countries is due, above all, to the fact that the Reagan administration prefers to maintain relations with states rather than with regimes.

We do not wish to assert that U.S. policy toward Latin America has changed spectacularly since Reagan's term began. There are, however, two aspects that make it different from previous policies: first, Washington does not see Latin America as a unit, an unrealistic concept that resulted in propaganda slogans such as "Good-Neighbor Policy," "Alliance for Progress," "Mature Association" or "New Dialogue," but sees each country specifically. This concept is more realistic and recommends adoption of bilateral policies such as those Reagan is trying to establish, with more or less success, with Canada and Mexico and, more recently, with Chile and Argentina. In the second place, the Reagan policy is based upon geopolitical reasoning, as appropriate to the patterns of "Realpolitik" that identify Cuba as the Russian satellite in the hemisphere. So he is trying to improve the bilateral relations of the

United States with those countries that share his anti-Cuba feelings and his conviction that East-West relations have decisive importance from the viewpoint of the balance of world and especially of hemisphere power.

In the Southern Hemisphere, such countries are Chile and Argentina. In fact, the Reagan administration shows an interest in maintaining advantageous relations with Chile as well as with Argentina. Chile has been reintegrated into joint United States naval maneuvers, at the same time that the Export-Import Bank, which finances U.S. exports, no longer puts restrictions on loans to those who want to sell U.S. merchandise to Chile. Hence, the punitive measures imposed by Carter on Chile were canceled. Now, the visit of the U.S. Army chief of staff to Argentina is eminently professional. The Argentine military are sensitive to geopolitical interests and to the importance of the role that the powers of the Southern Cone can play in the defense of the South Atlantic and in preventing Cuban infiltration in Central and South America.

For these reasons, it should not be doubted that the U.S. government has an interest in a peaceful solution of the Beagle Channel problem, which would permit reestablishment of neighborly relations between Argentina and Chile, important countries in the U.S. geopolitical framework of the security of the Western Hemisphere. Such a policy, admittedly, will encounter obstacles to its implementation in Mexico and Brazil, whose governments think they can put their national interests above those related to the East-West conflict.

8834

CSO: 3001/159

## RODRIGUEZ CLOSES STAP NATIONAL MEETING

Havana GRANMA in Spanish 8 Apr 81 p 3

[Article by Evelio Telleria]

[Text] Carlos Rafael Rodriguez, member of the Politburo of the party and vice-president of the Council of State and of the Council of Ministers, summed up the plenary session of the Union of Workers in Public Administration [STAP], held in Havana, in which the most outstanding workers and collectives in socialist emulation with which that organization greeted the Second Party Congress were presented.

The member of the Politburo congratulated the winners and in general all the workers in that union, who for their positive balance in the past year received from the hands of our Commander in Chief Fidel Castro, in a solemn act, the Second Party Congress Flag.

Carlos Rafael Rodriguez pointed out how in the revolutionary response of our workers to the summonses of Fidel and Raul and to the resolution of the Eighth Plenary Session of the Party Central Committee, productive and service labor has had a considerable jump in efficiency and that jump has been fundamentally due to working-class conscience.

He also referred to the current slogan of "Production and Defense," which our workers movement is using and he said that when production is spoken of, this is something inseparable from administration, since there cannot be any productive work if it is not supported by good administrative work. He also praised the massive enlistment of the workers in public administration in the Territorial Militia [MTT] and the large-scale contribution to their financing.

The central report of the plenary session was read by Mario Machin, secretary general of the SNTAP [National Union of Public Administration Workers], who reported that more than 2,500 units (95 percent of those who competed) were successful in their emulation and that on individual bases 87,800 workers also earned the certificate as successful competitors. The 30 national vanguards were registered as guests and received encouragement at the meeting.

The most outstanding centers, according to a report read by Francisco Otano, of the secretariat of the SNTAP, were: The Prosecutor's Office, the Delegation of the CETSS [State Committee for Labor and Social Security] and the Delegation of the CEE [State Committee for Statistics] of Pinar del Rio; the JUCEPLAN [Central Plan-

ning Board], the State Committee on Prices, the CECE [State Committee for Economic Cooperation], MINCEX [Ministry of Foreign Trade], the Central Office of the National Bank of Cuba, CETSS [State Committee for Labor and Social Security], the National Assembly of Popular Power, the Popular Power of Havana and the Directorate of Green Areas, also of Havana.

The General prosecutor's Office of the Republic, the Western Delegation of the State Committee for Normalization, SERVITEC [Enterprise for Technical Computation Services] of the INSAC [National Institute of Automated Systems and Computer Technology], the Municipal Statistics Office of Cardenas, the Delegation of the National Bank and the Provincial Court, both centers in Villa Clara, the Delegation of the CECE of Sancti Spiritus, the Camaguey Customhouse, the provincial committees of the UJC [Union of Young Communists] of Holguin and Santiago de Cuba, the CECE of Las Tunas and the People's Government of Holguin.

All the provinces and the Isle of Youth special municipality successfully completed the above-mentioned emulation.

12,116

CSO: 3010/1218

## COOPERATION AGREEMENTS SIGNED WITH USSR IN MOSCOW

## Trade Accord for 1981

Havana GRANMA in Spanish 4 Apr 81 p 6

[Article by Elay Fors]

[Text] Moscow, 3 Apr (PL)--The preferential prices granted to Cuba by the Soviet Union for its export products lessen the negative effects of the worldwide economic crisis, Cuban Foreign Trade Minister Ricardo Cabrisas declared today.

Today the Cuban minister signed the documents that will control the trade exchange for 1981 with his Soviet colleague Nikolayi S. Patolichev. The trade will be in excess of 4.5 billion rubles. They also signed other protocols regulating large areas of trade for the 1981-1985 period.

"In the midst of the profound crisis in the world economy, when the blockade and aggressions of every kind against Cuba are being strengthened, trade with the USSR is incessantly developing," Cabrisas emphasized in an interview with PRENSA LATINA.

"These documents consolidate mutually advantageous relations," the minister added. An important aspect of the agreement for 1981, Cabrisas explained, is that in it the Cuban policy of diversifying exportable funds, a result of the economic collaboration with the socialist members of the Council for Mutual Economic Assistance (CEMA) and in particular with the Soviet Union is again set off.

The diversification of Cuban exports, he specified, will have particular importance toward the end of the present 5-year period, when the investments that are now being made in Cuba are mature and beginning to pay off.

"In addition to raw sugar, nickel sulfide, sinter and oxide, our exports of fresh citrus fruit are beginning to play an important role as are concentrated nectars and fruit juices, caramels, honey and liqueurs," he announced.

At the end of the current 5-year period, the Cuban minister said, "this gamut of exportable funds will be diversified according to the results which are now being evaluated on the efforts expended in this sense."

And this is possible thanks to collaboration with the Soviet Union and with the rest of the CEMA member countries Cabrisas pointed out; he reaffirmed that "since

the triumph of the revolution, economic collaboration with the Soviet Union has played a decisive role in the development of our economy."

Calderas recalled that Cuban President Fidel Castro, in his speech to the recently held 26th CPSU Congress, said: "In the battle for our sovereignty and the permanent effort for socialist economic development, we have never had to do without the internationalist hand of the Soviet Union, its people and its communists."

The Cuban minister concluded that in the documents signed today the message reflected in these words is explicitly expressed.

#### Education, Science, Cultural Accord

Havana GRANMA in Spanish 8 Apr 81 p 5

[Article by Mireya Castaneda]

[Text] Moscow, 7 Apr (PL)--A Soviet-Cuban collaboration agreement in the sphere of education, culture and science for the 1981-1985 period was signed today in this city.

The document was signed by the first deputy minister of foreign relations of the Soviet Union, Georgy Kornienko, and the ambassador of Cuba in the USSR, Severo Aguirre del Cristo. The high Soviet diplomat declared on the completion of the ceremony that the new 5-year plan is of high quality and includes many aspects. He put special emphasis on the "days of culture" celebrations which will be held in the USSR (1982) and in Cuba (1983).

For his part, Aguirre del Cristo, member of the Central Committee of the Communist Party of Cuba, made a brief summary of the Soviet-Cuban agreements on the economy, culture and science and declared that the new plan is superior to all the preceding ones.

The Cuban ambassador emphasized that at moments in which the belligerent administration of the United States is threatening to destroy socialist Cuba, the Soviet Union, as always, has its friendly hand outstretched.

"The agreement on education, culture and science" he said, "is an expression of the USSR friendship with and confidence in our Communist Party and our people."

The document signed today for the period 1981-1985 is the second 5-year plan in this realm between the USSR and Cuba (the first was for 1976-1980), since before--Embassy Secretary Maria Regla Hernandez indicated--the agreements were signed for 2 years. Raul Ferrer, the cultural attache of the Cuban Embassy, added that the plan consists of 102 articles and a few of the clauses will remain open to permit adding to them and deepening them.

Among other aspects, the new document regulates relations between the academies of sciences of the USSR and Cuba, the development of the ties between the unions and societies of creative artists and sports committees.

Furthermore, the plan stipulates the deepening of the exchanges between the centers of higher education, middle specialized education, pedagogical institutes and polytechnical institutes of the two countries.

In the cultural aspect, the participation of Cuban artists in the Tchaikowsky competitions is anticipated and in the "friendly melodies" festivals, among others, and of Soviet citizens in the ballet and theater festivals in Havana.

Collaboration is extended to museums and archives, to the development of the children's and young people's theater, cinematography, radio and television and publishing activity.

During the signing of the Soviet-Cuban agreement on education, culture and science it was recalled that the first plan between the two countries in these areas was signed in Moscow in 1960 by the "Heroic Guerrilla," Maj Ernesto "Che" Guevara.

12,116

CSO: 3010/1218

## TERRITORIAL TROOP MILITIA TRAINING ACTIVITY DESCRIBED

## Cayo Ramona MIT

Havana VERDE OLIVO in Spanish 22 Mar 81 pp 28-30

[Article by Mario Rodriguez: "New Sundays in Cayo Ramona, in the Bay of Pigs Zone"]

[Text] Cayo Ramona, a community located just a few kilometers from the Bay of Pigs, vibrates today with the same enthusiasm as during that April militia action.

As happens each Sunday, the men and women of Cayo Ramona who are members of the Territorial Troop Militia (MIT) advance with determination to the training area to learn something new for the defense of the fatherland.

The highest virtue for the residents of Cayo Ramona is the love of work, along with revolutionary duty, as a compulsory requirement.

For this reason, it is no accident that, warming to any revolutionary task, Cayo Ramona has always answered "present!" as it has now, with the development of the need to create the first territorial troop units.

Woodcutters, dealers in firewood, workers in general and peasants responded as usual.

They, above all the older ones, know how to defeat the invader.

That deed which will endure forever in our history is still fresh. Because of their memory of it and its significance, the residents of Cayo Ramona are contributing their maximum in military apprenticeship now, prepared to teach the eternal enemy a new lesson if necessary.

As soon as the idea set forth by our commander in chief was known, hundreds of hands reached out to take up guns with the determination to triumph and the traditional revolutionary impetus.

Since then, Sundays in Cayo Ramona have been a little different from the earlier ones. As soon as the sun emerges in the new community, militia men and women arrange to meet at the primary semiboarding school in a true competition to save time in the apprenticeship.

And there is enthusiasm for hitting the target. As a militiaman himself, with innumerable wrinkles and strong hands, had told us just moments earlier:

"And to think I am 58! I want you to know that the target for me is like a plank of oak: none has ever resisted me!"

### A Single Will

On the instructor's orders, the planned exercise in deployment in the terrain and the rules and procedures for firing are repeated again and again until maximal training is achieved.

The task is not easy. It requires adequate physical training. However, not the slightest indication of fatigue can be glimpsed on the faces of the men and women ready to remain in the field as long as is necessary.

Repeatedly the squadron "takes the offensive," while the military instructor corrects the shortcomings noted with precise instructions.

The first study item is completed. All agree that the time has come for merited rest. This is the proper moment for the exchange of opinions, for without loss of time, we begin our questioning.

In the shade of a leafy tree we amass the human material necessary to begin our dialogue.

The first opinion comes from the lips of militiawoman Detsy Batan Naranjo, a native of Cayo Ramona itself and a worker in the laundry at the semiboarding school.

"Now indeed it will not be as it was at the Bay of Pigs, when we barely had experience enough to deal with aggression. The years which have passed have helped us greatly, to learn to value in its full dimensions the great work the revolution has done throughout Cienaga, among other things.

"On the other hand, do you know what it means for us to take charge of the defense of the community ourselves? Where can the enemy go that we will not find him? We know every road, every reservoir, like the palms of our hands. There is simply nowhere to escape."

Detsy, a party militant since 1972, has always participated in the most important community tasks.

Both in the CDR [Committee for the Defense of the Revolution], of which she is block president, and in the Federation of Cuban Women or civil defense itself, she has not missed a single one of the mobilizations. She has always played an outstanding role.

"It is not that I want to do more than others," she says, "but I do not like to lag behind either. Therefore, like everyone, I am prepared to carry out any mission assigned to me.

"Obviously, in order to do this one must learn everything necessary and as rapidly as possible."

A young man in a militia group asked us if we had space to write down his impressions. Moments later we put his name on our list: Enrique Herrera Canosa, a teacher by profession.

Enrique came to Cayo Ramona exactly four years ago. Here he fell in love. Here, he told us, he learned to feel even more love for his profession and his students, with whom he spends a good part of the day.

"For me," he told us, "there is no greater satisfaction than to be able to answer each question of my disciples or share their concerns and worries with them."

Then he fell pensive, as if seeking an incident in memory, and then he added: "Look, so that you can see what a teacher sometimes feels and also so that you can know one of the reasons I feel satisfied with having fulfilled my duty, I am going to tell you about something that happened to me with my students.

"One morning when I went to class they all welcomed me with loud applause. Naturally, this surprised me. But, well, I waited to see if someone would explain to me what was happening.

"Suddenly one of the boys approached me, took some notes from his pocket and began to read:

"'Dear teacher, today more than ever we are proud of you, because we know that you are now one more member in the Territorial Troop Militia. On this we congratulate you and we want to tell you that you are setting more of an example now than ever.'

"Since then I have kept this little note in my wallet, and I want to tell you that even when I think of that moment, I feel a lump in my throat.

"This is why I try so hard to learn at every class we are taught, because I know that love for the revolution and concern for its defense is the task of all, even the children themselves, as I could see yet once again on that day."

Next Domingo Pis Alonso spoke. Despite his 56 years, a good many of which he has spent working in the woods from sunup to sundown, he feels as if life had begun for him since the revolutionary triumph.

Because "living was a punishment before." Now Domingo is yet another militiaman, and he himself says:

"In this too they can count on me!"

Those years of mistreatment and harassment are for him such an unforgettable image that it remains with him however much he tries to forget, above all when he compares his past life with the present reality.

It was an era in which in order to cope with hunger and personal needs there were only two alternatives. One was to go into the woods and by working like an animal, to bring out a few feet of wood to sell to the voracious middleman, always accompanied by the eternal "regrets." "I am sorry, but better times will be coming."

The other equally difficult choice was to get hold of a little salt, fat and scraps of food and head for the swamp, desolate and dangerous, remaining there subject to the humidity and mosquitoes until luck struck.

Thereby one could settle a few debts, only to contract others shortly. This was the repetitive cycle of his life, as crushing as his own agonies and misery.

"How could I fail to defend all that is mine now!" Domingo exclaimed, adding:

"I must defend it with my very life if necessary! Now we have everything--schools, hospitals, education. Just now one of my children is going to the Soviet Union to study. Do you think that this was possible before? Don't even think it!

"Therefore when I heard Fidel outline this business of the Territorial Troop Militia, I said to myself 'Domingo, you must not fail here!' And you see me here, doing what I can in the midst of these young people who encourage me to push forward.

"They don't want to believe it, but I can tell you that hunger creased my face but not my heart, which feels this greatest love of my life.

"For the rest, here I am, doing the same as everyone and ready to combat to the last invader."

The instructor summoned them to line up again. Deysy, Enrique and Domingo himself went to take their places in the formation, from which they would proceed to the firing stand moments later.

This is how all the Sundays are spent now in Cayo Ramona, as in that April of militia prowess.

#### Santiago Municipality

Havana VERDE OLIVO in Spanish 22 Mar 81 pp 40-43

[Article by Jose Cazanar Reyes: "We Will Never Surrender Our Guns"]

[Text] "Marksman one, ready.  
Marksman two, ready.  
Marksman three, ready."

The voice of the instructor gives an order to each of the men and women in the squadron who, in prone position and PPCH in hand, fill the firing line at the practice range. It is Sunday, but all of the members of the battalion, made up of residents of El Cobre and La Caoba, in the municipality of Santiago de Cuba, are present to take this important phase of training before being sworn in as members of the Territorial Troop Militia.

"I will never forget this day," Lidia Esperanza Hernandez, a housewife, mother of eight, 54 years of age, said later after successfully passing her first test where target practice is concerned. She had never liked weapons of any sort, indeed, and she used to say: "These things are for men. A woman at home with her children only uses a weapon when they are attacked or threatened with death, which is the same thing. This is in the past for us now, and as Fidel has taught us to differentiate clearly between our friends and enemies, in view of the penchant of those to the north, there can be nothing better than to prepare ourselves to take the place of sons who fall while carrying out missions, in other words to combat them."

We saw Lidia as soon as we arrived. From left to right, she was the first marksman. Slender, but given to precise and energetic gestures, she looked confident, giving the impression that the weapon she held in her hands was something very familiar or an extension of herself.

"Marksmen, ready. Cartridges loaded, fire."

Again the voice of the instructor, Territorial Troop Militia Major Romarico Navarro Lopez, was heard, and the marksmen, as if set in motion by a spring, pulled the stocks of their Pepechas, as the rifles are called there, set against their right shoulders. They were relaxed. Then their left eyes closed and with the other they scanned the aiming points carefully seeking the exact center and lower edge of each bull's-eye which appeared tiny at 100 meters, in this late Santiago morning with the sun shimmering off the grass itself. The moment had come to breathe deeply and then hold one's breath. The left hand of each militiaman held his rifle by the support, while the right was placed where the stock begins with the forefinger resting on the trigger.

"Fire!"

But Lidia was in no hurry to squeeze the trigger of her rifle. On the contrary, in a few short seconds, she mentally reviewed what she had been taught, first with the point of aim, the firing box and every aspect of triangulation, etc. Point by point she ascertained that everything was proper, from her prone position to the very way in which she now squeezed the trigger of the Pepecha, as if surprised that she did, and once again, with nothing to interfere, the bullet followed its trajectory as Lidia had directed it.

"You fired very well, excellent for the first time. The other comrades have also shown they could profit from the theoretical and practical knowledge given them, but none like Lidia," Major Romarico stated after checking the targets. The words were followed by congratulations, kisses and embraces, and a perplexed Lidia hardly knew where to conceal the pair of tears which ran down her cheeks to the point of her chin. She could only comment:

"If instead of targets they had been Yankens, I could have done much better. Of that I am sure."

#### Romarico--An Example of Usefulness

Territorial Troop Militia Major Romarico Navarro Lopez was satisfied with the encouraging results the battalion was achieving. Both he and the other instructors had done magnificent work, all under the guidance of Lt Col Roman Cedeno Rodriguez, and the results were not long in coming.

Romarico is the prototype of the genuine fighter, the tireless revolutionary, who can only conceive of ceasing to be useful when death halts his breathing. He was only a child when he began to participate in the revolutionary undertaking in 1954 as a militant in the 26 July Movement. A member of List K, he participated in the 30 November uprising and later, on orders from the movement, was one of the rebels in Column 18 of the Second Frank Pais Eastern Front.

With the triumph of the rebellion, he served in the Eastern Army and was one of the first rebels to specialize in antiaircraft artillery. It was precisely at that front that he performed a meritorious task, for his assignment was the training of the hundreds of Revolutionary National Militia comrades who joined his unit as a complement.

"Since the very beginning, I have always worked directly with the militia. Therefore when my retirement from the FAR [Revolutionary Armed Forces] came through on 14 August 1980, I presented myself to Colonel Pena with an offer to help wherever necessary in the organization and training of this new force, the Territorial Troop Militia."

This witty man, demanding but affable, is the same individual who wears the militia uniform day after day, night after night, including Saturdays and Sundays, with tremendous pride and love, since it represents everything he says is his reason for being. However, he did say the following with a certain regret:

"Retirement was very sad for me. I grew up, I developed, and I became a man within the FAR. All the knowledge I have I owe to the service. But the law is the law and orders are orders, and they have to be carried out, although at the beginning this caused me such pain and sadness. Not now, of course: the tremendous void was filled by the innumerable tasks I have within the MTT. Here, as in the FAR, I feel useful."

Major Navarro Lopez is currently the military aide to the president of the municipal assembly of the people's government in Santiago de Cuba. He holds the 20th Anniversary of the FAR and 20th Anniversary of the Attack on the Moncada Barracks commemorative medals. He has been a party militant since 1964 and has received various commendations from his commanders for successfully carrying out tasks and missions.

"The regular time for lunch has already passed. Let us get back to the field before night is upon us," Romarico ordered the company commanders, and soon the militiamen could be seen under a leaden sky, some loading and unloading, others launching grenades, still other preparing to proceed to the firing lines to continue practice with the targets located at 200 meters.

#### A Long Militia Tradition

The little valley in which the firing range and the other training grounds are set is constantly busy now. Hundreds and thousands of men and women comrades have passed through here since the organization and training of the Santiago contingents of the MTT began.

Santiago de Cuba has a long militia tradition. It was the unforgettable and beloved Frank Pais who first organized the militia here and guided them in the difficult days of clandestine struggle and insurrection. Not a few of its members fell in combat in the streets of our heroic historical capital.

When Commander in Chief Fidel Castro issued his appeal for the creation of the Revolutionary National Militia in September 1960, all of Santiago answered "present!" and one after the other the combat battalions were organized. "The enemy will not pass," they said about the Yankee threat in those days. Twenty years later, under similar circumstances, the people, diligent and leaving nothing for tomorrow, often warn as they pursue their training: "Let them dare; now they will see."

"The municipality of Santiago de Cuba has now established a number of militia units made up of men and women. Now we are working on the creation of other units," says Lt Col Roman Cedeno Rodriguez, who worked for the Eastern Army general staff on the organization and training of the MTT.

During the organization of the units, a large group of FAR officials, like Lieutenant Colonel Cedeno, has participated in the training of the personnel and in the drafting of the Study Materials Program. They have also participated actively in the organization and training of the units which have been sworn in and other related tasks.

"A good example of this," Cedeno told us, "was the excellent group of officers in Military Unit 1973. They took care of everything related to the organization of the troops sworn in in the municipality of Palma Soriano. They also undertook similar official tasks with the artillery and other units based in the province.

#### A Transfusion of Youth

For Territorial Troop Militia member Rene Perera Lescaux, the establishment of these new forces and the opportunity for him to join them was like a tremendous transfusion of youth at the age of 54. Rene was one of the founders of the Revolutionary National Militia and along with his battalion, he participated in innumerable operations and mobilizations which took place in the old province of Oriente. "Those were days of busy haste and thus weeks and even months passed. The defense of the revolution came before everything, and with each threat or attack it was necessary to take up our guns. Now, practically speaking, we again find ourselves threatened by the eternal enemy. But there is a great difference: we have learned to defend ourselves and to work at the same time, to train without affecting production. This is important," Rene commented.

In his long militia career he has attended various schools. As commander he has had the responsibility of heading platoons and companies. Obviously, he knows how to command and when it comes to teaching others, he has a teacher's skill. It is because of this double function that he is currently serving as an instructor, deeply involved in the training of his comrades, many of whom had never before had any contact with military duties.

"I am young again as I was before, in the first years of the revolution," Rene says. "I began to age when at 50, the reserve unit in which I was serving retired me. The world made me feel helpless. I was very unhappy and I did not understand, but what could I do? Just as I was beginning to feel like a tortoise, practically useless for the defense of the fatherland in case of aggression, this business of the Territorial Troop Militia came up and I was the first to fill out the forms. Just imagine, I feel young again, useful, capable of anything. Between my duties at my labor post at the Oriente Truck Enterprise and my MTT tasks, I have enough to do for some time to come."

And other veterans such as Jose A. Echevarria Poris, Wilfredo Sanchez Venet, Carlos Manuel Pis Carmenate and many other valiant comrades who will never lay down their rifles while they still have the strength to defend every inch of this beautiful land think and plan as Rene does. This verse by Perera puts it very clearly:

"For the fatherland is threatened  
And our hearts still beat.  
Old age does not matter for the struggle.  
We were and we are militiamen.  
We will never surrender our guns."



MTT Major Romarico Navarro Lopez feels as useful as when he was in the FAR.



Lieutenant Colonel Roman Cedeno Rodriguez: "A large group of Eastern Army officers took part in all aspects of the organization of the MTT."

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CSO: 3010/1161

## U.S. ACTIVITIES IN PUERTO RICO REVIEWED

Havana TRICONTINENTAL in Spanish Jan 81 pp 74-75, 87-100

[Article by M. Meyn and J. Rodriguez: "U.S. Military System in Puerto Rico"]

[Excerpts] Puerto Rico plays a key role in the global and regional military plan of imperialism. Among other factors, it is considered part of the defense system for the Panama Canal and its maritime accesses, a base of operations that facilitates possible military intervention in the Caribbean region and helps intimidate the neighboring people, a control center of naval activities and protection of maritime routes in the South Atlantic, the site for training of every type and proving ground for the most modern weapons and, finally, an abundant source of recruits for the imperial army. Our country is the site of a vast system of military bases and installations and the naval command center for the entire Caribbean and South Atlantic area. Training activities and weapons testing are coordinated from the Roosevelt Roads naval base in a broad area of the sea northeast and southeast of Puerto Rico, on the island of Vieques and, until a short while ago, on the island of Culebra. The fight of the people of Vieques, which is already known by the whole world, has dramatized the negative impact that this has had on the people. A large number of Puerto Ricans have been recruited to serve in all the wars in which the United States has been involved this century. Finally, Puerto Rico has been used as a jumping-off place for military interventions in the Caribbean as was the case in the Dominican Republic in 1965.

Postwar capitalism has been characterized by the permanent militarization of the economy and the society. In our country that militarization process has been even more intense. Puerto Rico has been transformed by imperialism into a danger for world peace and for the sovereignty of the peoples in the region.

However, the U.S. military system in Puerto Rico not only carries out foreign duties for the colonial society; it is also a central component of the colonial state whose presence is revealed in many ways, penetrating the colonial society and affecting the daily life of the people. In this sense, it is also a factor that guarantees the stability of the colonial order. Puerto Rico cannot fully exercise its right to self-determination until its military use by imperialism and all forms of U.S. military penetration in the colonial society cease completely.

This article tries to briefly outline the more important changes in the military function of Puerto Rico since the 1898 war to place the present situation in a historical perspective and to describe the different forms of imperialist military presence today.

## Recent Changes

The United States in recent years has introduced changes in its military policy in the Caribbean and Puerto Rico. These changes seem to indicate a gradual liquidation of the old forms of imperialist military presence as well as the search for new military mechanisms which are more appropriate for the changing political and economic situation in the region.

The consistent fight of the Panamanian people has forced the United States to commit itself to reducing its military presence and to completely abandon its considerable military installations in the Canal Zone by 1999. The Sandinist revolution in Nicaragua meant the final overthrow of CONDECA [Central American Defense Council], an instrument for constant military intervention in Central America. The attempts at a multilateral intervention in Nicaragua (like the intervention in the Dominican Republic) failed resoundingly. Cuba's position of leadership in the "Third World" countries will increase international pressure for the return of Guantanamo to Cuba. The solution of this problem is also necessary in order to normalize relations with Cuba. The continued possession of Guantanamo will become increasingly less defensible from a political point of view. The United States has also abandoned some important installations like the Chaguaramas base in Trinidad.

While it becomes impossible to use the old military mechanisms, the United States perceives the need to redefine its strategy in order to influence and control the changes occurring in the Caribbean. The consolidation of the Cuban revolution, the rise of progressive regimes in Jamaica, Grenada and Guyana, the arrival of revolutionary forces to power in Nicaragua, the emergence of the popular movement in El Salvador and Guatemala and the growing pressure for Puerto Rican independence present new dangers to imperialism. They force it to maintain its capacity for military blackmail in the region. The recent creation of a naval command in Cayo Hueso, the landing exercises in Guantanamo and the simultaneous naval maneuvers in Puerto Rico must be understood within this context. The presence of Soviet troops in Cuba was only an excuse. This time the main objective was not to intimidate Cuba but all the peoples of the Caribbean. Ironically, the political and economic changes in the region have increased the strategic value of Puerto Rico for imperialism in the short term and hardened the Pentagon's attitude toward the island.

Several important processes can be identified in Puerto Rico:

1. The almost total elimination of the air force by the deactivation of Ramey in 1973;
2. The reduced importance of the regular army with the deactivation of a great number of installations, the concentration of its activities at Fort Buchanan and its specialization in recruitment and support to internal repressive forces;
3. The increased importance of the navy which seems to be expanding its activities after assuming control of the Ramey base;
4. The strengthened instruments of internal repression (Army Reserve, National Guard and police) and their more intensive use since the economic crisis of 1973-75; and

5. An intransigent position and "iron hand" against any opposition to militarism as demonstrated in the recent lawsuits concerning Vieques. This shows that imperialism, in revising its regional military policy, is trying to hold on to Puerto Rico at any cost, mainly as a naval base from which it can launch operations against the countries in the region.

### Present Situation

We have analyzed the more important changes in the U.S. military presence in Puerto Rico. Now we will try to describe the size and forms of that presence. We want to particularly point out the internal impact of the imperialist military system and how it helps stabilize the colonial order.

### Military Expenditures

Military expenditures have increased in the 1970's in spite of the deactivation of installations. In 1978, the operating expenses of the military bureaucracy totaled \$151.7 million. This is 60.4 percent of the total operating expenses of /all/ [in boldface] U.S. Government agencies in Puerto Rico. In other words, the military sector is clearly the most important component of the imperialist state in Puerto Rico. We must point out that this proportion is significantly greater than in the United States which indicates the high degree of militarization of the colony.

Table III. Operating Expenses of Military System, Transfers to Veterans in Millions of Dollars: 1975-78

<u>Operating Expenses</u>	<u>1975</u>		<u>1978</u>	
	<u>Absolute</u>	<u>%</u>	<u>Absolute</u>	<u>%</u>
All federal agencies	193.9	100.0	251.0	60.4*
Military agencies	112.0	57.8	251.0*	100.0*
Defense Department	(78.3)	(69.9)	(90.5)	(59.7)
Veterans Administration	(33.1)	(29.5)	(61.2)	(40.7)
Selective Service	(0.5)	(0.4)	(0.0)	(0.0)

### Transfers to Veterans

Total transfers/persons	1,113.3	100.0	2,009.9	100.0
Veterans	178.4	15.7	198.1	10.1

\*(As published)

Source: Puerto Rican Planning Council, "Reports to the Governor," 1975 and 1978.

Of the total operating expenses, 67.6 percent is used by the Defense Department to cover the costs of its bases and to finance the Army Reserve and the National Guard while the remaining 32.4 percent is absorbed by the Veterans Administration. This agency provides services to former soldiers. In both cases, the expenditures have important economic and political effects. Most of these funds flow directly into

the colonial economy, helping keep it afloat and create hundreds of civilian jobs. The sector of the population directly tied to the military bureaucracy is a source of support for the colonial order.

Much more important in this sense are the payments to veterans which totaled \$198.1 million in 1978. This represents 10.1 percent of all federal transfers to the people. "Veterans benefits" fulfill the political function of integrating a large sector of the population to the colonial order (read military system). If we add the operating expenses and transfers to veterans, the United States spent \$349.8 million in Puerto Rico in 1978 for military purposes which exceeds all forms of military aid for /all/ [in boldface] Latin America.

### Installations and Bases

Since the middle 1950's, U.S. armed forces have transferred seven military installations to the Puerto Rican Government (Camp O'Reilly, Fort Mascaro, Fort Amezquita, Fort Brooke, Fort San Cristobal, Henry Barracks and Miramar Naval Station).

At present, the main installations and bases of the regular armed forces are as follows: 1) Roosevelt Roads in Ceiba in eastern Puerto Rico; 2) Camp Garcia in Vieques; 3) Fort Buchanan in the metropolitan zone of San Juan; 4) Sabana Seca, a communications and tracking center west of San Juan; 5) Camp Tortuguero, a training center on the north coast between San Juan and Arecibo; 6) Salinas Training Area, a large army training center used now by the National Guard; and 7) Ramey Base, a large air base on the northwest coast. Ramey is now being reactivated by the navy. These installations and bases cover 62,000 acres.

The Army Reserve (2,000 men) has nine installations, four of them in San Juan and the remaining five scattered throughout national territory. These installations are located in Bayamon, Fort Buchanan, Puerto Nuevo, San Juan, Aguadilla, Yauco, Ponce, Salinas and Caguas.

The National Guard (9,000 men) has an air base (Muniz Air Base) at the Isla Verde International Airport, radar centers in Punta Salinas (Toa Baja) and Punta Borinquen (Ramey), the Salinas training camp and, in 1976, 20 barracks in the most important cities. Recently, seven more barracks have been finished or planned in Coamo, Arecibo, Aguadilla, Salinas, San Juan, Juana Diaz and Utuado. The National Guard can also use Fort Buchanan in case of mobilization.

The two main bases of the regular armed forces (Roosevelt Roads for the navy and Fort Buchanan for the army) merit separate comment.

#### A. Roosevelt Roads Naval Station (RRNS)

The navy is the main branch in active service in Puerto Rico. Its activities are concentrated at RRNS, one of the largest installations in the world with 37,000 acres.

RRNS has three bays, one of which can harbor dozens of war ships and accomodate the largest ship in the imperial navy, the Enterprise. There is an average annual movement of 1,200 ships and 5,400 smaller boats in its port installations. The

RRNS airport is about 3 miles long. Any type of military airplane can land at it. For this reason, it could replace the Ramey airport. There are about 45,000 take-offs and landings per year. In addition to an important communications center located in a building that goes five stories underground, RRNS controls other communications installations on the island: the Sabana Seca Communications Center (also used by the National Guard) and Fort Allen near Ponce.

Table IV. Pertinent Data on Roosevelt Roads

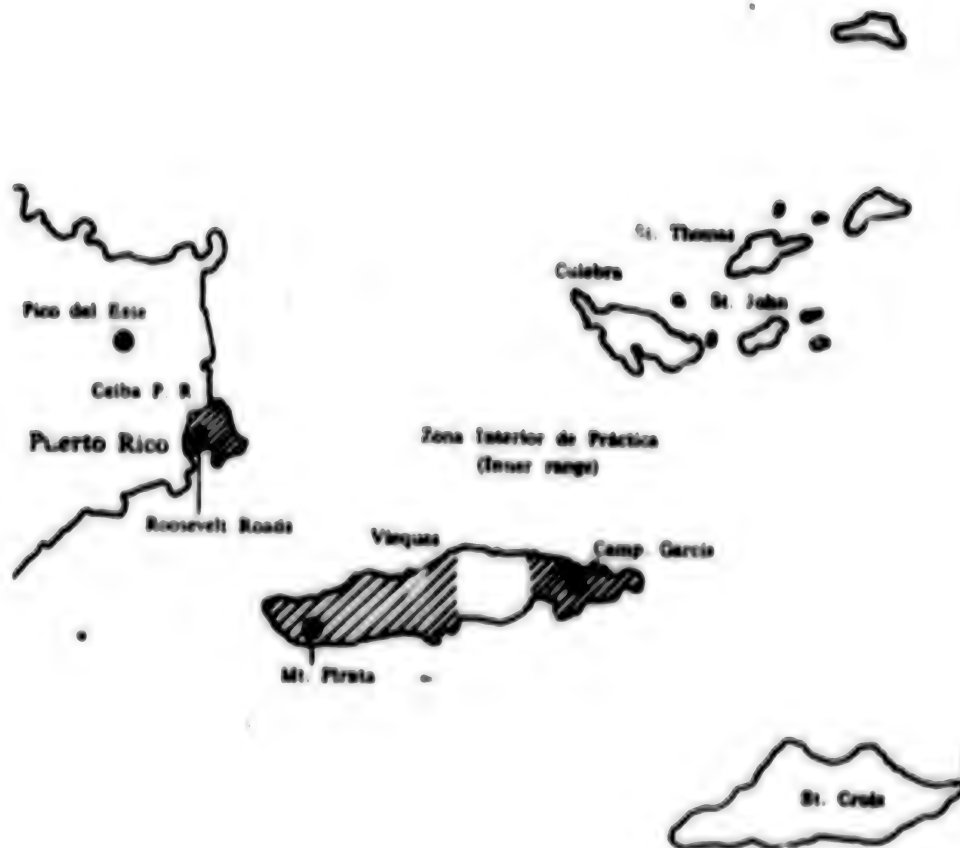
<u>Item</u>	<u>Figure</u>
Size	37,000 acres, plus 22,000 in Vieques
Value of buildings	\$100 million
Highways	100 miles
Capacity	6,000 soldiers
Military visitors	200,000 per year
Air movement	45,000 annually
Maritime movement	1,200 ships, 5,400 small boats annually
Active military personnel	2,575
Civilian employees	794
Estimated replacement cost in 1972	\$287 million (this apparently does not include the submarine practice camp)

Source: John Enders, "U.S. Military and Puerto Rico," p 23, November 1977.

The islands of Vieques, Santa Cruz, Santo Tomas and, until a short while ago, Culebra as well as Pico del Este in Puerto Rico are also part of the RRNS military complex. There are communications and tracking installations in Pico del Este, Santa Cruz and Santo Tomas. RRNS, the islands mentioned and the adjacent sea form the inner range for the Atlantic Fleet Weapons Training Facility. These installations were created in 1963 in order to provide "training in the use of armaments, support services to fleet training...and for the development, experimentation and evaluation of new weapons systems." In addition to the inner range, there are two outer areas (Alfa and Bravo) that cover enormous areas of the sea northeast and southeast of Puerto Rico (see Maps 1 and 2). The intensity of the tests in these areas is reflected in the following figures (annual averages): 250 land-to-air and air-to-air missiles; 800 air targets (drones); 500 torpedos and antisubmarine weapons; 8,000 firing practices on the coast and in the sea off Vieques; 350 airplanes used; four main fleet and landing exercises; 12 aircraft carriers used; etc.

The fight by the people of Culebra to oust the navy forced the U.S. Congress to un-animously discontinue all operating funds for this island in the fiscal year of 1974. Since then, operations and firing practices on Vieques have intensified. The navy controls 70 percent of the land there, using one end of the island as a munitions depot and the other end for firing and landing practice. This constantly endangers the population of Vieques and destroys its rich marine resources.

The following naval commands are concentrated at the RRNS:

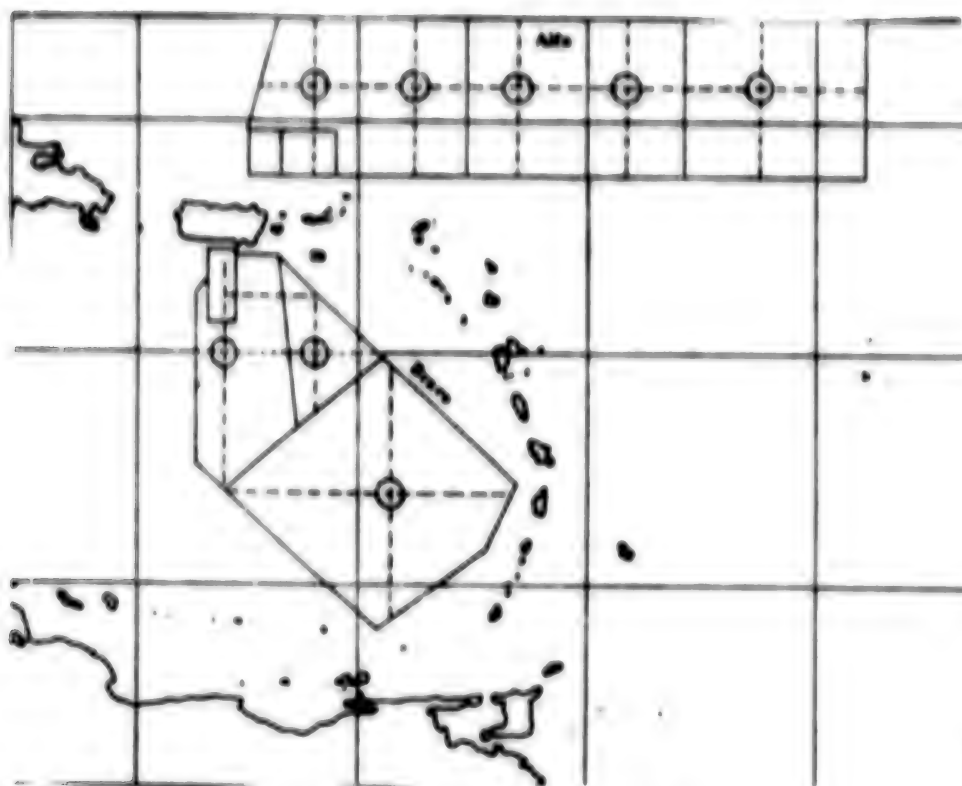


Map 1. Naval Complex of Roosevelt Roads and Inner Range

1. Command of the Naval Forces of the Caribbean (COMNAVFORCARIB). The admiral who held this command until a short time ago had one award, among many, for "exceptionally meritorious services...during combat operations against North Vietnamese and Viet Cong communist aggressive forces." This command is divided into:

- a) Sea Frontier: organized in 1941 for submarine protection of Central and South American maritime routes;
- b) Panama Sector: includes all the naval installations in the Canal Zone;
- c) Guantanamo Sector: includes the air and naval base at Guantanamo; and
- d) Puerto Rico and Trinidad Sectors: includes the maritime areas of the Atlantic and the Caribbean, the majority of the land mass of Hispaniola, Puerto Rico and all the Lesser Antilles.

2. Command of the Naval Base (COMNAVBASE). This is the administrative and logistical command of RRNS.



Map 2. Alfa and Bravo Zones

3. Commander of Antilles Defense Command (COMANTDEFCON). This command falls under the U.S. Joint Command. Its function is to coordinate military actions in the Caribbean that require the participation of the other two branches. In case of federal mobilization of the reserve and the National Guard, both forces would be placed under this command. This reflects the important role assigned to the navy.

4. Command of the South Atlantic Forces (USCOMSOLANT). This command is subordinate to the commander in chief of the Atlantic Fleet and apparently has a different officer than the above commands. It also includes portions of the Pacific and Indian Oceans. It sponsors the Amity navy cruises to Africa and the UNITAS maneuvers on the South American coasts.

Through its extraordinary naval installations, RRNS sponsors joint maneuvers with NATO naval forces called CARIBOBS (Caribbean Operations) now, Springboard before. Three British ships, four Dutch ships, one Canadian, two from the FDR, five Portuguese ships and six U.S. ships participated in 1977. The other important joint maneuver coordinated by RRNS is UNITAS, this time with Latin American naval and air forces. There have been 18 of these maneuvers. Five Ecuadorean ships, four Colombian, six Peruvian, three Chilean, one Argentine, two Brazilian, eight Venezuelan and seven Uruguayan ships participated in a recent maneuver. This maneuver is a sad memory for the Chilean people since, significantly, it was held in Chile at the time of the overthrow of the Popular Unity government in 1973. The international movement of solidarity with Puerto Rico must denounce the use of Puerto Rico for maneuvers by European and Latin American navies and the use of Vieques as a firing range.

## B. Fort Buchanan

On this army base, there are 211 active soldiers and 498 civilian employees. Different from the RRNS, its functions are mainly internal: 1) support to the reserve units and the Puerto Rican National Guard; 2) operating center for the National Guard in the metropolitan area of San Juan in case of mobilization; 3) coordination of activities of the reserve officer training program (ROTC) in the schools and universities; 4) army internal intelligence activities; 5) commissary services and other veterans benefits; 6) "public relations" activities in the metropolitan zone; and 7) coordination of recruitment activities for the regular army.

The Pentagon has considered closing Fort Buchanan since such a large and expensive base is not needed for these functions. Nevertheless, a recent report reveals the key function of this installation in the maintenance of the colonial order.

"Although all the units could be mobilized in a 'tent city' in the Salinas camp, the commander of the mobilized units would find himself far from the offices of the Puerto Rican Government. This could complicate and delay coordination of defense plans and activities. Also all the mobilized forces would be approximately 42 miles (at least 1 hour in convoy) from San Juan." It is necessary to keep in mind the probability of sabotage, subversive actions and open aggression by anti-governmental groups in the San Juan area. "Any interruption in communications would delay or cancel defensive measures." The presence of at least a small mobilized force at Fort Buchanan would be an effective obstacle to aggressive or subversive actions by antigovernmental enemy elements. "Closing Fort Buchanan would eliminate the base of operations in the San Juan area."

"This installation is a visible link between the Puerto Rican Government and the American federal system. The presence of the army at Fort Buchanan is part of this symbolic link. "The base has been a 'good neighbor' to the community, mainly providing playgrounds for children's sports activities. Deactivation would eliminate this opportunity for positive community relations."

Therefore, Fort Buchanan's function, with the exception of the recruitment activities for service abroad, is control of the colonial population. It maintains the symbolic presence of the U.S. Army as a warning to the popular movement, insures a high level of training for the internal repressive forces and serves as a base for "antisubversive actions" in San Juan. It maintains a direct tie with retired soldiers, veterans and relatives of dead soldiers (a total of 34,000 civilians directly or indirectly affected) and generates support for the military system through "public relations" activities in the community and ideological penetration of the universities and schools through ROTC.

The impact that Fort Buchanan has on the population is summarized in the following table.

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\*Cited in: Enders, op. cit., pp 6-8.

Table V. Military or Civilian Population Directly or Indirectly Tied to Fort Buchanan in 1975

<u>Sector</u>	<u>People Directly Tied</u>	<u>Dependents</u>
Active army	384	1,171
Army Reserve	22,000	6,820
National Guard	7,500	23,250
Regular air force	63	195
Marines	10	31
Coast Guard Service	178	283
Navy	216	453
Civilians	1,204	-----
Missing dependents, etc.	-----	1,395
Retired	6,742	24,894
Veterans with 100-percent disability	7,540	11,310
Relatives of dead soldiers	-----	15,590
Army ROTC (students)	1,750	-----
Air Force ROTC (students)	450	-----
Puerto Ricans serving abroad in regular army	10,000	-----
Total	38,237	90,392

Source: Enders, op. cit., p 96.

#### National Guard: Main Repressive Force

The National Guard maintains an organic relationship with the U.S. Army and Air Force. Since the economic crisis of 1973-75, it has expanded notably from 7,500 members and 51 units to 9,000 members and 54 units in 1977. Now it has about 10,000 members and 1,074 employees. It constitutes the largest force of this type in the United States in relation to population.

This force practices and trains on weekends and in the summer and can be mobilized totally or partially for any eventuality. Most of its officers come from pro-American and intensely anticommunist professional sectors tied directly to the local as well as federal state bureaucratic system. The top cadres of this force are a recruitment source for key posts in the civilian bureaucracy. For example, twice an officer of the National Guard has become police superintendent. The present secretary of housing is also a top officer in this force. A recent speech by Gen Carlos Llenza, National Guard commander, illustrates the ideological orientation of the officers. In this speech, Llenza asked for the reintroduction of obligatory military service, demanded that the problems in Iran be resolved "rapidly and effectively," censured the Puerto Rican Bar Association for having applauded Juan Mari Bras and identified the communists as the main enemy of the National Guard.

The National Guard has two main functions: it is the internal "counterinsurgency" force and instrument for militaristic and colonialist values in Puerto Rican

society. It also serves as a reserve force in cases of international conflict. We have already indicated that the shipment of National Guard units to the Dominican Republic can indicate the intention to use it in the future as a regional policeman.

Although it is formally under the authority of the colonial governor, the National Guard is clearly an appendix to the imperialist state to directly guarantee its interests in Puerto Rico. This force depends financially on the Yankee Defense Department. In 1977, it received \$21 million in federal funds and only \$1.7 million from the Puerto Rican Government. Commander in Chief Llenza has an army adviser and an air force adviser assigned to him; they answer directly to the U.S. military system. Also the U.S. president can "federalize" the National Guard when he thinks it advisable, placing it under his direct command. The order to send members of the National Guard to the Dominican Republic, for example, came directly from the U.S. president.

Since 1972 the National Guard has had a military academy which provides instruction up to the rank of second lieutenant. Nevertheless, most of the officers still train in the United States and Panama.

All the units are trained in repressive techniques like "antiriot" tactics, clearly directed against the worker and student movement and the patriotic forces. Some units specialize in repressive activities like the unit for military support to civilian authorities which, among other things, has the responsibility of planning military actions in case of "civilian disturbances." The intelligence unit (G-2 for special assistance) is concerned with investigating civilians who are considered "subversive" and the affiliation of all members and employees of the National Guard. These investigations are done through the Puerto Rican police. In 1976, 1,147 of these investigations were done for recruitment and employment and 260 at the "federal level." This insures that people with progressive or independentist orientation will not join the National Guard.

Because of its internal composition and its training, the National Guard could be used to repress the students at the University of Puerto Rico and to break up the strikes by public workers in 1973 and 1974. The National Guard's role in national and class oppression becomes obvious when the bloody repression of the nationalist insurrection of 1950 is recalled. As the crisis of the colonial model has deepened, the National Guard has been strengthened and used with growing frequency for these purposes. A similar process has occurred in the Puerto Rican police which has been expanded and "modernized." Imperialism also has the infrastructure of a regular "national" army in the National Guard and will try to maintain it as such if it is forced to grant independence to Puerto Rico. A true decolonization process will not be possible while this force remains intact.

#### Other Forms of Militarization of Colonial Society

When we speak of the militarization of the colonial society, we are not only referring to the intensive use of its territory for bases and installations, to the inclusion of a large number of people in military institutions and to the development of relations of economic dependence on the military system for a broad sector of the population. It is also necessary to take into account the ideological

penetration of the colonial society by innumerable military and paramilitary organizations, "civic action" activities in communities and the intensive use of the mass media. In this sense, the ideological penetration of the military system is one aspect of the cultural and ideological aggression of imperialism. In Puerto Rico, militarism is a main component of the colonialist ideology.

The dissemination of values of order, discipline, obedience and sacrifice for U.S. interests and the presentation of the imperialist military system as the incarnation of scientific-technical progress contribute to the passive acceptance of the present colonial situation or to the aspiration that Puerto Rico join the United States as one more state. This clearly shows the ideological content of militarism in Puerto Rico.

The ideological penetration of Puerto Rican society by U.S. militarism takes on so many forms that it is impossible to describe them in detail in this article. We merely want to illustrate some mechanisms that it uses.

The National Guard not only influences the community through the individual activities of its members but also has "community relations squadrons" which specialize in this type of function. These units support a great number of paramilitary youth organizations like the Boy and Girl Scouts, the Civil Air Patrol, the Crusaders of America and the Police Athletic League. The army and navy also actively support these youth groups. Activities directed especially at the youth are not limited to these groups. Private military schools have been established for some years like the Lincoln Military Academy, the Puerto Rico Military Academy and the Antilles Military Academy. The army openly supports these academies where militaristic values are taught to the students at an early age. The U.S. armed forces have established junior ROTC programs in these schools to ideologically train future university ROTC cadets. Students from other private schools also participate in these programs.

The air force and the army maintain reserve officer training programs (ROTC) in public and private universities. In spite of the fact that this program had to be transferred outside the Rio Piedras area of the University of Puerto Rico because of the militant opposition of the student movement, it continues operating with a large enrollment. In 1975, the Army ROTC had 1,750 cadets and the Air Force ROTC had 450. ROTC students have stood out for their reactionary role in the university.

The woman plays an important role as an instrument of ideological penetration through her function in the family. One way the U.S. feminist movement has affected Puerto Rico is the increasing incorporation of women in the armed forces.

All the branches of the armed forces have public relations officers whose duty is to provide the communications media with news favorable to the military system. The profusion of news of this type in the U.S. newspaper the SAN JUAN STAR is particularly obvious. The public relations officers also keep in contact with many "civic" organizations and with military support groups like the Navy League. The American Legion--that is, the veterans organization--also fulfills an important function in ideological penetration of the colonial society by sponsoring the celebration of "patriotic" dates like Veterans Day.

#### Final Comment

The fight for the denuclearization and demilitarization of Puerto Rico must be an important battlefield of the international movement of solidarity for Puerto Rican independence. Support for the fight of the people of Vieques must be an immediate and urgent task and a main concern of the anti-imperialist forces throughout the world. Military usage of Puerto Rico is a constant danger for all peoples of the Caribbean and Latin America and for world peace while the militarization of its society represents an obstacle to authentic decolonization. The international movement must demand that every direct or indirect form of interference by the imperialist military system in the daily life of the Puerto Rican people cease immediately.

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## POLITICAL DEVELOPMENTS IN CARIBBEAN REGION NOTED

## Regional Struggles, Advances

Havana PRISMA LATINOAMERICANO in Spanish Mar 81 pp 34-39

[Article by Ana Leonor Diaz: "Destroyed Myths: Year's Balance of Regional Advances, Struggles"]

[Text] Last year in the Caribbean was characterized by a reactionary attack led by the United States and aided by some of its allies in the region and advances--irrepressible in the end--in the revolutionary and progressive processes and the growing prestige of the already consolidated Cuban revolution.

The Caribbean option for new routes to development not compromised by capitalism reflects new realities in all the Latin American countries.

The U.S. formula to solve the structural crisis on the continent, particularly in the Caribbean, has failed. Therefore, Washington started a process at the end of 1979 to try to repress those processes (through economic blackmail) or destabilize them (through terrorist actions and aggressive military maneuvers). It also used clever conspiracies to divide forces, negotiate reformist alternatives and corrupt the more timid sectors.

The objective of the U.S. attack was revealed during the Caribbean "minicrisis" in October 1980. (Fidel Castro called it an attempt to neutralize the progressive advances in the region.) The attack was characterized by destabilization campaigns in several Caribbean countries while it tried to blockade Cuba like it did 18 years ago when it brought the world to the verge of war.

The anti-Cuban campaign also included starting riots at the Peruvian and Venezuelan embassies in Havana with antisocial elements incited by U.S. propaganda.

Last year, Washington sent 20,000 soldiers, 42 ships and 350 fighter planes to the Caribbean in the Solid Shield military maneuvers that had only been carried out in U.S. territory before.

These military exercises--directed mainly against Cuba, Grenada and Jamaica--included a port mining practice by strategic bombers and an intimidation campaign through the creation of a Caribbean military command with the capacity to transfer forces to any part of the region.

This coincided with a proliferation of counterrevolutionary and fascist activities in several countries in the area including: arson in a nursery school in Cuba; arson and destruction of a home for the aged in Jamaica which killed 146 people; the assassination of Walter Rodney, opposition leader and distinguished historian, in Guyana; the abortive mercenary invasion of Surinam; and the terrorist attack against the revolutionary government in Grenada.

The United States also promoted secret agreements between the Dominican Republic and Haiti which give the Dominican Army the right to invade Haitian territory if the Duvalier regime has to fight a guerrilla movement.

Washington also tried to form a subregional military bloc with the United Kingdom, Barbados, St. Lucia, St. Vincent and Dominica through the creation of a joint police force under the pretext of reinforcing the coastal patrol in the area.

#### Grenada

The consolidation process of the Grenada revolution which in 1979, with Nicaragua, destroyed the myth that another revolution in America was impossible was the most outstanding event in the Caribbean last year.

That small island with barely 344 square kilometers continued the program of socio-economic transformations designed by the Popular Revolutionary Government headed by Prime Minister Maurice Bishop in the midst of economic pressure and counterrevolutionary plots sponsored by the United States. The United States offers refuge and resources to deposed dictator Eric Gairy, a resident of New York.

The Grenada revolution demonstrates the possibilities that the beginning of a politically and economically independent process opens up to the underdeveloped peoples of the Caribbean. It has already had positive results.

During these 18 months of revolutionary government, unemployment was reduced to one of the lowest rates in the so-called Third World countries with new sources of jobs and revenue for the country.

In health and education, it continued expansion of the school construction program with local resources and the opening of clinics and hospitals. There was also a plan for free medical and dental care for all the people.

Grenada was the only country in the English-speaking Caribbean that ended the fiscal year with a \$59 million surplus in its trade balance, an increase of \$10 million compared to the previous period, in spite of the serious effects of tropical hurricanes on its agricultural economy.

There were more aggressive maneuvers against this young revolution during the year. The worst was a bomb attempt at a mass rally on 19 June aimed at physically eliminating Prime Minister Bishop and other important revolutionary leaders. At the same time, some of Washington's regional partners increased their harassment campaign against Grenada through the Caribbean mass media and diplomatic maneuvers aimed at isolating the revolutionary process.

Nevertheless, this campaign did not interrupt the efforts of the new Grenada to consolidate its process while it strengthened its international participation in the more progressive and democratic causes with the endorsement of other like-minded countries.

### Jamaica

In Jamaica, the mandate of Prime Minister Michael Manley and the PNP (People's National Party), promoters of a transformation process, ended after continual pressure and destabilizing plans designed by the United States, comparable only to those used against the Chilean Government of Salvador Allende.

During recent years, business sectors tied to foreign capital and belonging to the local dominating classes continued their hostility--veiled at times and more obvious at others--toward the progressive line of the PNP which had won in the 1972 elections and repeated its victory in 1976.

The antigovernmental attitude of those groups was demonstrated through decreased production, obstruction of popular welfare measures, illegal drain of capital to the United States, hoarding and other actions that helped cause the economic crisis.

The onerous conditions imposed on Jamaica--which needed monetary loans--by the IMF and other financial organizations of the capitalist West played an important role in this destabilization conspiracy.

The wave of political violence with the proliferation of armed antigovernment gangs added to the economic pressure of the United States and its partners. From January to October alone, there were 745 deaths, mainly of Manley's followers.

The tactic of using sectors of the security forces and the Jamaican Army in the conspiracy to assassinate the prime minister and overthrow the government was added to the psychological war of the local rightist press, the economic pressure and the political violence.

Prominent members of the opposition PLJ (Jamaican Labor Party)--now in power--business groups and clandestine organizations based in Florida which had the support of influential U.S. circles were involved in a frustrated conspiracy in June.

All these elements favored Edward Seaga's electoral victory at the end of October in the midst of repeated denunciations of violent vote fraud. Seaga won 52 of the 60 seats in Parliament according to the electoral system of the country but we must remember the weight of the popular vote (43 percent) for Manley and his program.

The new prime minister began to apply a plan designed to "Westernize" Jamaica by contracting massive credits under conditions that affect the popular economy.

### Dominican Republic

In February, President Antonio Guzman completed 30 months in government in the Dominican Republic. Although his mandate is for 4 years, the time that has passed already reflects the degree of frustration of the hopes that appeared after Balaguer's three government terms. This government progressively reflects his image.

The serious effects of two tropical hurricanes and agricultural diseases during that period have put the economy on the verge of collapse. While thousands of people wander through the cities—including the capital—in search of shelter, without a house or a job, many citizens in neighboring Haiti try to alleviate their desperate situation through clandestine emigration.

On the social plane, the year ended a period of militant strikes in key sectors like the sugar industry while the government used unusual repressive mechanisms to quiet these protests.

The four teachers strikes in the past year stand out. The last one in October was violently repressed when 25,000 teachers demanded the reinstatement of 100 of their dismissed comrades and the police raided churches where they were holding hunger strikes.

The disdain shown in confronting those problems which constituted the core of the PRD [Dominican Revolutionary Party] electoral platform coincided with internal divisions in the governing party. There are three factions: one aligned with President Guzman; another following Vice President Jacobo Majluta; and the third responding to Senator Salvador Blanco, former PRD president. The leader of the PRD, Jose Francisco Pena Gomez, tries to maintain a unity that gets further away each day.

The teachers strike revealed those conflicts when Blanco's sector publicly disagreed with the policy of the minister of education whom Guzman supported.

The Guzman government played a ludicrous role in the so-called Caribbean minicrisis when, in the midst of the U.S. aggressive deployment, it promised to permit a U.S. military base similar in size to the one Washington occupied in Guantanamo in eastern Cuba against the will of the Cuban people.

That reflected the close dependence of the Dominican Government on its powerful northern neighbor whose multinational enterprises rule in strategic regions of the country with their own laws.

## Haiti

The official terror and the aggravation—if possible—of the miserable conditions in Haiti forced thousands of people to become clandestine emigrants in 1980. At the same time, an incipient opposition was harshly repressed with deportation or imprisonment.

That country, the private fief of the Duvalier family for more than 30 years, has the dismal record of being the poorest in America and one of the seven countries in the world with the lowest per-capita income. It is the constant scene of the drama of a people who, with no other immediate alternative, choose to sink into starvation or emigrate in fragile boats to search for new horizons for survival. In most cases, this adventure ends in failure or death in the turbulent waters of the Caribbean.

About 80 percent of the Haitian people is unemployed while the average per-capita income in that Caribbean country is estimated at less than \$300 per year.

The most dramatic case known was recorded months ago when more than 100 starving emigrants were returned by the Bahamian Government after spending more than 40 days abandoned on a tiny Caribbean key.

The Duvalier regime ran an enormous publicity campaign when it took the refugees but later it was learned that after they returned home, the frustrated emigrants were victims of the customary abuse from the authorities.

The regime's so-called "liberalization" plan that permitted public activity by some political organizations 3 years ago was unmasked by the repressive wave against democratic institutions and members of the opposition. Hundreds were arrested and most of them deported.

Repression of the clandestine immigrants whose situation was reported in the international press caused an unprecedented wave of protest in Haiti.

The radio and press connected to opposition organizations had been the target of indiscriminate censorship while many journalists and technicians joined the lists of those arrested and tortured.

At the end of the year, about 400 people from the broadest social background had been arrested, especially unionists, labor militants and peasants. A demonstration by hundreds of people went through downtown Port-au-Prince on 27 October protesting the massive arrests and press censorship.

The repressive activity extended even to the families of the main opposition leaders residing in the country. One example is Sylvio Claude, president of the Christian Democratic Party, who has been arrested four times since he founded that organization in June 1979 and whose children have been arrested.

The economic support of the dictatorship--the United States and its Western partners --has permitted a continual financial flow from credit organizations. This increases the personal fortune of the present dictator and maintains a state system where more policemen than teachers are employed.

Nevertheless, the Haitian political situation shows the budding recovery of the opposition which, after decades of harsh repression, attracts an increasingly broad spectrum of society and is taking encouraging steps.

#### Guyana

Guyana, a Caribbean country for historical and geographic reasons, continued this past year its process of constitutional reforms which started in 1978 with the referendum to amend the Constitution and the organization of the state system.

The process was marked by political polarization of the country when the main opposition party, the PPP [People's Progressive Party] headed by Cheddi Jagan, refused to allow its deputies to participate in the Constitutional Assembly. It felt that it was a fraudulent government maneuver.

The new constitution approved by the Parliament on 6 October by an official majority replaced the 1966 Constitution when Guyana declared itself independent from the United Kingdom. It allows the appointment of an executive president who, in addition to heading the state and the government, is commander of the armed forces.

Based on that system, Prime Minister Forbes Burnham was proclaimed executive president of Guyana. His party won the general elections later on 15 December.

On the economic plane, the Guyanese Government accepted the conditions required by the IMF in exchange for economic aid. This required the adoption of a program that favored the private sector and the application of a plan of drastic social measures like suspension of the subsidy to keep the price of rice, the main food of the people, low.

#### Belize

Belize, a small territory on the Atlantic coast of Central America bordering Mexico and Guatemala, is also tied historically to the Caribbean.

It has been a British colony since the 18th century. The process of independence has been delayed by successive dictatorial regimes in Guatemala that, under questionable historical pretexts, conceal their desire to own Belizean territory--or at least part of it--where it is presumed there are large deposits of oil and other minerals.

These Guatemalan territorial pretensions have been endorsed by the United States whose multinational enterprises are interested in exploiting the Belizean deposits. Washington alleges that an independent Belize would change the present balance of power in Central America, region that is in the throes of revolutionary convulsions that are dangerous for U.S. interests.

The United Kingdom, using the argument that Guatemala militarily threatens Belize, has kept permanent troops in Belizean territory and has insinuated that they will remain there even after independence is proclaimed. The British crown promised independence at the UN General Assembly.

The UN resolution on Belize, approved by the overwhelming majority of the international community with the sole exception of Guatemala, urged the transfer of power in that territory before the end of 1981.

This year will be decisive for the emancipation of Belize since the processes of change in Central America and the Caribbean, which began with the revolutionary triumphs in Nicaragua and Grenada in 1979, continue in that region.

#### Surinam

This old Dutch colony, the largest Dutch possession in America, obtained its independence in 1975. Its political structure changed in February when a group of sergeants overthrew Prime Minister Henck Arron. This was the culmination of a protesting military movement that became concrete in a program of popular reforms. It proclaimed a "war against social injustice."

The Suriname military, in its short-lived government--6 months--allowed the Republican Nationalist Party to participate. After independence was proclaimed, it was the progressive wing of the first government formed by Arron but 2 years later went over to the opposition.

The National Military Council was formed to safeguard the process which, a few weeks after beginning, had to confront a mercenary invasion organized by reactionary sectors living in the Netherlands.

In August, internal and external pressure against this process continued. This led to the removal of President Johan Ferrier and the almost complete replacement of the government team. Prime Minister Henk Chin A Sen assumed the presidency, culminating an ephemeral process of uncertain scope.

Prominent members of the 25 February Movement were removed from the National Military Council and later tried by military courts, accused of attempting a coup d'etat.

#### Guadeloupe, Martinique and French Guiana

These three countries, officially called "overseas departments," constitute what is left of French colonial territory in America.

Guadeloupe and Martinique, two small islands located in the center of the arc between the Lesser Antilles, and French Guiana which is located on the Caribbean side of South America experienced an awakening of independence sentiments this past year. At the same time, a sustained wave of repression revealed Paris' decision to reinforce the "cold war" atmosphere provoked by the United States in the Caribbean.

Strikes and protests for greater autonomy and the fulfillment of social welfare programs to alleviate the economic situation, a reflection of the crisis in Paris, increased on the island territories.

Emancipation sentiments were aroused once the ineffectiveness of the system of autonomy in solving the structural problems of these colonies was demonstrated. France deployed military contingents which, far from placating the social tension, increased it.

In French Guiana in South America, there were union protests and the first general strike ever in the country.

The action was coordinated with the Martinique unions and, in French Guiana, 85 percent of the workers of the private sector participated in the strike.

In Guadeloupe, the protests also included the peasant sector and the agricultural workers, linking their economic demands with the political and independentist union organizations or advocates of autonomy.

There were terrorist actions on the island territories which the French occupation authorities, in the midst of the virtual state of siege of these countries, tried to attribute to the opposition.

The Parisian press itself denied the official arguments stating that, in reality, they were provocative actions designed to aggravate the climate of tension and justify the arrests of prominent political figures and searches of buildings and houses.

#### Case of Puerto Rico

Havana PRISMA LATINOAMERICANO in Spanish Mar 81 p 40

[Article by Eloy Concepcion: "Puerto Rican Reality"]

[Text] Two anthems, two flags and two languages are an important part of the U.S. saturation propaganda in Puerto Rico. It has the obvious intention of conditioning the people to the idea that the solution for the island is annexation.

When Puerto Ricans attend an official ceremony, they must expect that two flags will be hoisted, the orchestra will play two anthems and the announcer will speak in two languages.

National life and the national image become merely rhetoric. As has been pointed out in the call for a world front for Puerto Rican culture, "there is an attempt to eliminate the Latin American cultural context from Puerto Rico in order to convert it into a state in the North American union."

"The North Americans and their native accomplices try to destroy Puerto Rican culture through centralization and annexationist control of all official cultural activity," stated this call by the Puerto Rican Socialist Party.

Specialized psychologists have indicated that the trauma that affects thousands of Puerto Ricans is caused by their childhood years when the concept of nation has been denaturalized. There is no chance of the necessary stability of a future to guarantee at least the possibility of a real country.

The intellectuals in their call have stated that "the systematic bombardment, up to saturation levels, of annexationist propaganda financed with millions of federal dollars and the repression and isolation of artists and cultural workers" are some of the elements that atrophy the mind of the Puerto Rican in order to achieve annexation.

Recently, the anticultural offensive by the colonial government intensified with the intention of smoothing the way to annexation of Puerto Rico to the United States.

"However, the solid resistance of the people to losing their national identity and the Puerto Rican culture which is impossible to destroy constitute an obstacle for the annexationists," according to the document.

"The Puerto Ricans maintain their firm commitment to continue promoting international solidarity for their just cause, for the preservation and development of their culture and the presentation of their Latin American personality," the call for the formation of a world front for Puerto Rican culture points out.

The island and its residents have their own culture. They feel Puerto Rican; they have written beautiful pages in their struggle for independence. It is impossible to destroy that aspiration.

Peasant songs and songs of pioneers have made many Latin Americans happy with their catchy rhythm, their happy and expressive language and their brown faces from a Caribbean sun which they show with pride. The Puerto Ricans reaffirm their identity day after day.

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## POLITICAL DEVELOPMENTS IN LATIN AMERICA, CARIBBEAN AREA DISCUSSED

Havana TRICONTINENTAL in Spanish Jan 81 pp 41-47

[Article by Arsenio Rodriguez: "From Myths to Realities in Latin America, the Caribbean"]

[Text] The explosive political situation in Latin America and the Caribbean in the last 20 years destroyed the myths and ideas that tried to slow down the revolutionary and popular struggle of the Latin American peoples.

First the Cuban revolution destroyed the so-called geographic fatalism that tried to impede any revolutionary process in the "backyard" of the most powerful imperialism of all times.

Then the Nicaraguan revolution, two decades later with the same scenario, destroyed the so-called exceptionality of the Cuban experience, achieving victory after a revolutionary war with broad popular support.

The revolutionary victory in Grenada installed a popular and progressive government for the first time in the history of that country, disturbing the alleged tranquility in this subregion.

The rise of these victorious processes even destroyed a much older myth--from the 1930's--that a "revolution can be made with the army or without the army but never against the army." The armies of Cuba, Nicaragua and Grenada were created, armed and advised by the United States just like those in almost all the Latin American countries.

In the decade that just ended, the determining factor in the revolutionary movement was its anti-imperialist nature and the slow recovery from the decline suffered as a consequence of repression and the political maneuvers of the reactionary regimes in the area and of U.S. imperialism. These maneuvers attacked progressive processes in the area, whether to sabotage the canal agreements in Panama, pressure Mexico with oil negotiations or carry out destabilizing actions against Jamaica.

The intensified political struggle in El Salvador and Guatemala shows that Central America remains the area where revolutionary action is going on to qualitatively advanced stages in its fight to attain true and total independence.

There is the heroic example of the Salvadoran people, ready to pay dearly for that independence. They daily confront a regime propped up by the U.S. Government and its acolytes on the continent, suffering the buffets of a genocidal repression.

The reactionaries have tried in every way to slow down the political feelings boiling up in recent years on the continent. However, neither the fascist coups nor the reformist or pseudodemocratizing projects put together by the U.S. administration have been able to detain the action of the masses, especially when these realize their true strength in direct combat and are ready to demand their rights with weapons in their hands.

All of this is occurring inside a historical framework where the international capitalist crisis and its repercussions on the deformed and dependent Latin American economies, together with the action of the political vanguards capable of mobilizing large masses in each country, were the cause and effect of the present political situation.

Therefore, it is not unusual that the so-called policy of "viable democracy" that created expectations and even some confusion in 1977 in certain progressive sectors was a resounding failure. A palpable and current example is the cruel coup d'etat in Bolivia in spite of the desperate efforts to continue representative democratic action in that country.

This policy was destroyed before Bolivia by its own creators--the present U.S. administration--when, in spite of its democratizing siren songs, it gave open support to the most reactionary regimes in Latin America including those in Uruguay, Argentina, Chile, Paraguay, Guatemala and El Salvador.

It is not surprising, then, that U.S. foreign policy toward Latin America is characterized by aggressive, hostile positions of force, applied by the Carter administration in recent years. It used threats of direct intervention, the creation of joint operational commands in Florida and other equally martial measures.

At the same time, it continued its chorus on human rights in spite of aid to Somoza, the Salvadoran Junta and other regimes that violate these rights with the weapons and technology that U.S. imperialism provides them.

These actions make a climate of peace in the Caribbean impossible. They inspire interventionist plans against the Salvadoran progressive forces and again hold up a cold war policy through spokesmen for the empire.

This is not unusual, though, because there is nothing new in these positions. The hypocrisy of U.S. foreign policy is no secret even to the U.S. people themselves.

The only achievement of the earlier offensive against the popular movement was that the popular vanguards intensified their commitment to liberate themselves and adopted different alternatives of struggle in their confrontations with the governing classes. Now, these militant positions force Latin American patriots to radicalize their fight much more.

The advance of the revolutionary battles, in their class confrontation, reveals an undebatable truth which the reactionary or, at best, confused sectors have tried to

hide about the ways to achieve national liberation within the historic reality of Latin America and the Caribbean. The armed road was, is and will be the guarantee for every political process to achieve the true and real power of the masses.

The equation of masses, arms and unity represents the distinctive sign of the revolutionary victories as seen in concrete historical practice.

The panorama of misery, illiteracy, poor health, denial of the most basic human rights, the arbitrary limitation of the capacity of national decision and economic dependence on the Imperialist countries continue to be characteristic of the Latin American countries, even those with some economic progress.

Along with revolutionary combat, the popular movement has increased its actions for social, political and economic demands. Strikes, work stoppages, protest demonstrations and other expressions by labor, peasant and student sectors against the imposed status quo increase.

Although it seems paradoxical on a continent rich in natural resources, almost 400 million Latin Americans live practically in poverty.

It is no accident that the statistics of some specialized organizations show Latin America and the Caribbean as the area where the most strikes occur, keeping in mind the specific gravity of the number of strikers in relation to the number of workers and employees. They also show that about 18 million people strike each year in this part of the world.

Any observer of the Latin American situation would realize that the majority of these popular mobilizations coincide with the so-called return to constitutional regimes or their implementation. The call to elections, democratic promises and other campaign promises could have aroused the demands of the masses.

Not only should this be remembered but the general tendency of those struggles was to present political elements in their programs, a determining factor since the popular movement as a whole is the key for support to any revolutionary process which tries to seriously change the worn-out structures inherited from the colonizing power first and deformed later, even now, by capitalism.

The most recent history is no more than the logical result of four centuries of exploitation that make the Latin American peoples potential bombs. Only the appropriate implementation of subjective elements can make them detonate socially to give way to profound and radical changes.

These are changes that must be imposed since the Latin American bourgeoisie and oligarchies will not willingly give up their privileges. Nor will U.S. imperialism, which actually controls the continental wealth, permit this.

This reality becomes more and more true for the great masses, experienced in the fact that there are more victims from a reactionary dictatorship than are possible in a war of liberation against that same dictatorship.

The earthquake that leveled Nicaragua in 1972 killed 10,000 Nicaraguans. The Somoza dynasty quintupled this figure and caused more mourning and grief among the people than any natural disaster.

What about the assassinations, the disappearances, the violations of every type carried out by the Christian Democratic Junta in El Salvador?

How many victims have been massacred in Guatemala, Chile, Uruguay, Paraguay and other fascist regimes in the last 5 years?

What about Bolivia where in only 1 month after the military coup d'etat of July 1979 more than 1,000 were killed by repression?

However, the people learn and they learn quickly. The example of the triumphant revolutions shows the road to end the evils that they suffer once and for all.

Cuba and Nicaragua could only end illiteracy after the revolutionary victory; there was no other way.

A year after the Sandinist victory, the epicenter of the social earthquake that shakes Central America is located in El Salvador. The struggle in this small country has acquired dimensions that greatly concern the United States.

It is no accident, then, that coups d'etat, possible interventions (of whatever type) and more aid to the junta are increasingly mentioned although history demonstrates that all these actions are useless against a people when they are determined to win independence at any cost.

An eloquent example of what a people are capable of was the fight in Nicaragua where, almost without weapons, they wiped out one of the best trained and armed armies in Central America. It was incapable of stopping the revolutionary war.

In addition, the Nicaraguan experience demonstrated the tendency of the revolutionary and progressive movement to coordinate efforts, permitting more unity of these forces in the region. It was capable of stopping U.S. interventionist attempts against Nicaragua and can now stop these plans against El Salvador.

The new decade of the 80's marks a change in direction in the continental situation. It gives a glimpse of increased popular battles since the fight for national liberation and economic independence is intertwined with an intensive class struggle against capitalist exploitation and, basically, against foreign monopolies.

At the beginning of this century, the decisive factor in the growth of class awareness of the proletariat, the development of their struggles for liberation and the strengthening of their international ties was the great October revolution. In the same way after World War II, the radicalization and true awareness of the Latin American masses were developed with the triumph of the Cuban revolution and its example.

The possibility of revolutionary and popular power in the Western hemisphere has already been demonstrated by the consolidation and development of the Cuban revolution.

There are concrete examples of the road to liberation from the oligarchy, the reactionaries and imperialism. The people learn the lesson of Cuba, Nicaragua and Grenada.

They also learn from the experiences of Bolivia, Guatemala, El Salvador, Chile, Uruguay and all the countries where the reactionaries murder and repress to keep themselves in power.

The fight will not be easy but victory is certain.

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## BRIGADIER GENERAL NESTOR LOPEZ CUBA INTERVIEWED

Havana VERDE OLIVO in Spanish 19 Apr 81 pp 44-47

[Interview with tank unit commander Brigadier General Nestor Lopez Cuba by Lesmes La Rosa of VERDE OLIVO; date and place not specified]

[Text] This is nothing more than a simple conversation with Brig Gen Nestor Lopez Cuba, member of the Party Central Committee. I found him at the tank drill field of his unit during the progress of an exercise. It was not difficult to get in touch with him. All that was necessary was the observance of military courtesy. As of that time, the exchange of words was as follows:

"Have you come to write an article about tank drills or the subsistence farm we are creating?"

"No Comrade General, I come to interview you."

"Me? To interview me you need a recorder, camera, those things?"

"They are the tools needed for this work just as the tanks have sights, radios and other equipment."

"All right, part of our work is to deal with the press. I have to continue my tour through the unit. Get in the tank with me and we shall talk on the move..."

"Agreed!"

From Bauanos to Managua

"Shall we begin?"

[Question] Yes, Where were you born general? What do you remember about your childhood and youth?

[Answer] I was born...look, if you are going to publish this, what I would first like to say has to do with the unit in which I am now. In that respect, I want to say that I am very happy here. I have received the support of the commanders, officers, warrant officers, sergeants, soldiers and civilian workers. I believe that with men and women such as the ones who make up this unit, the tasks which have been assigned to me as far as increasing combat readiness and spirit, as well as the political, moral and disciplinary condition are concerned, can be accomplished successfully.

Answering your question, I was born in a rural district named Palmarito de Tacama near Baguanos, the present municipality of Lopez Pena. I am of peasant origins. I spent my childhood and youth there. I went to the primary school there and I helped my parents in agricultural work. When I reached the 6th grade I was not able to continue studying. When the sugar harvest came, I took my cane knife and went out to cut sugarcane. During the off-season, I took up the hoe and continued to help the old folks. I worked in the raising of secondary crops or whatever was available.

What I remember most about those times was the outrages and abuses of the past regimes against the poor, against the peasant...the Rural Guard, oppressive...

[Question] Did that panorama awaken in you a feeling of rebellion?

[Answer] Yes. When the attack on Moncada Barracks took place on 26 July 1953, I immediately supported that group, which had tried to eradicate that which originated the abuse against the peasant and the people. That event touched me greatly. Then, when the Granma landing took place, a great revolutionary feeling was awakened in me. I undertook the task of making contacts with revolutionary persons in the zone, but I was not able to do so until the end of 1957 when I met some comrades with links to the 26 July Movement.

I joined that group and through my participation in clandestine activities I began acquiring knowledge of the political situation of the country, of guerrilla warfare, until the moment came to go into the mountains after the April strike. I joined the Frank Pais 2nd Front, Company C Roberto Estevez Ruz of Column 17 Abel Santamaria under the command of the now division general and alternate member of Party Political Bureau, Abelardo Colome Ibarra. I had the honor of waging war against the tyranny with that group.

[Question] Where were you on 1 January 1959?

[Answer] We were in Holguin, where we had taken the last barracks. Some relatives came to visit me at that place. Just think, joy was immense. There no longer was any tyranny or Rural Guard. We were free. As a result of that, as of that moment, I thought that my revolutionary struggle had ended. That is why I made contact with Colome and I told him I had decided to return to the rural area to take up farm work again. However, he told me that this was not possible because he did not know what the situation was in Havana and it was possible that we would have to fight some more.

I told him that if this was so, things were different. If we had to fight, I would fight, otherwise I would go to Havana and then return home...

In Holguin we waited for the Freedom Caravan with the commander in chief in the lead, and we joined it. We arrived at the capital. They assigned us to the Managua military camp on 9 January 1959.

## From Managua to Giron

[Question] From what you have said, your new tasks prevented your return to farm work.

[Answer] Well, things began to change. I awaited my demobilization from the Rebel Army in Managua. However, from the time I arrived I could see the former guards of the dictatorship driving tanks around on the parade ground. The tanks attracted my attention greatly. I watched them. I said to myself: "I wish I could be a tanker."

On 14 January 1959 the Commander in Chief officially turned over the tanks to our column in addition to everything that existed in the way of an armored force. I was appointed to act as a tank commander. I had my first contact with that equipment and my first activities began: driving, firing, familiarization with the equipment. Then I took the first course on American tanks. I made the top grades. The man who today is a member of the Party Political Bureau, Guillermo Garcia, gave me a pistol as a reward. On February 1959 I was promoted to sergeant. Then, in 1961, I took the first course in Soviet tanks. I took part in the Giron battle with them as a company commander against the mercenary invasion.

[Question] On the subject, would you like to tell us something about some of your experiences in that event?

[Answer] Fortunately, I had the privilege of being one of the first tankers to be given the mission of advancing on Giron. In April 1961 I was in Managua training a contingent of tanks. I was an instructor in tactics and firing. On the morning of the 17th, some hours after the commander in chief had proclaimed the socialist nature of the revolution, I was told by Capt Enrique Gonzalez to go quickly with the tanks to Matanzas. I did not yet know that there had been an attack or landing.

At that time, a complicated situation presented itself to me: every tank had to have five crewmen, the tank commander, the driver, the artillery man, the bow gunner and the loader. The last two joined the crews after firing with regulation artillery rounds had been accomplished because they were less complicated specialties. However, when I received the order, each tank lacked the two crewmen mentioned because the course had been in existence a very short time. Despite that, I filled out the crew right there. Five tank transporters arrived and I hauled a like number of tanks with them.

On the road to Matanzas on board the transporters, we trained the bow gunners and the loaders. We arrived in Jovellanos. There, while we awaited orders from the commander in chief, those comrades were instructed in aspects having to do with assembling, disassembling, material supplies and so forth. All this took place in the local park.

On the afternoon of the 17th, the chief of the revolution personally told me that there had been a landing and gave me this order: "You must take Playa Larga tonight at any cost and then advance on Playa Giron. It is important. The enemy must be prevented from using the Giron Airport." He also told me that he would wait for us at Laguna del Tesoro. We were to act jointly with some infantry troops to repel the aerial and naval landing which had already taken place.

It was getting dark when we renewed our march. At Laguna del Tesoro the commander in chief described the mission. We unloaded the tanks and began the advance on Playa Larga. We soon began fighting together with the units of the Matanzas Militia Officers School and Column One. The fight was bitter and on the morning of 18 April we rooted the enemy out of the place. We had accomplished the mission!

I wish to point out, as I said before, that I took five tanks there. This was due to the shortage of transporters. Nevertheless, at 1000 of the 17th, several T-34 tanks and SAU-100 self-propelled guns began to move on their own from Managua to the front. The next morning they were already in Australia and Playa Larga. This is something I consider important because we did not yet have experience in long drives and in less than 24 hours, with only one driver, those tanks traveled more than 200 kilometers in one trip.

That was our modest share in the Playa Giron events.

[Question] What has been your most unforgettable memory of the battle?

[Answer] The presence of our commander in chief directing the battle. His example and fighting spirit was a powerful moral and spiritual incentive for those of us who took part in the event.

When I gave the order to advance to the tankers, I was very terse. It was enough for me to say: "The commander in chief said we had to reach Playa Larga tonight!" That was enough.

So that you may have an idea, I can tell you that I lost communications with my tanks and the one I was on lost a track when I had almost reached Playa Larga. This meant that the tank turned in circles. Nevertheless, I told the driver: "Step on it we have to reach Playa Larga anyway we can." There was little visibility. It is a good thing that we were only 50 meters from the place. My greatest concern was to comply with the order of the commander in chief completely.

#### The Tanks of Liberation

[Question] How did the T-34 tanks do at Playa Giron?

[Answer] Marvelously. I just told you how the trip from Managua to Giron had been. Well, it meant having to put fuel in them and running full speed without any maintenance of anything. There was no time for it. The mission was to reach the front immediately and go into combat.

This is not so strange since the T-34's started in Moscow and reached Berlin after travelling thousands of kilometers. And they still continue to win victories. In 1975 they left Luanda under their own power and three or four months later, together with other armored equipment, they reached the border of Namibia. In Ethiopia they did the same thing. This means that more than 30 years after World War Two the T-34's continue to contribute to the emancipation of peoples. They are the tanks of liberation.

[Question] Would you like to tell us about your internationalist missions?

[Answer] For every revolutionary, for every communist, the desire to help people to free themselves is a constant. We are educated in that principle. I have had the privilege of satisfying that wish more than once. In the fulfillment of internationalist missions I have always tried to place the name of our people and our party well on high.

I feel a great satisfaction at having contributed my little grain of sand and my small personal effort to the liberation of other people, performing the sacred duty of proletarian internationalism.

#### Anniversaries

[Question] On the 18th we commemorate "Tanker Day." How do you view the development of the FAR [Revolutionary Armed Forces] armored forces?

[Answer] A good anniversary. I have never ceased to be a tanker. I remember we began with the tanks we seized from the army of the tyranny: the Sherman M4A3 of the Americans and the British Comets...but they were obsolescent.

I had the honor of receiving the first Soviet T-34 tanks and the SAU-100 self-propelled cannon. This was a great step forward. Although they were of World War II vintage, they were superior to the American and British equipment we had when the revolution won. Another incentive to me was receiving the first shipment of T-55 tanks which came to swell our forces. We continued to receive modern armored equipment characterized by its great firepower and maneuverability. Moreover, we have effective transporters and suitable transportation equipment. If at Giron we resolved the problem with the T-34's, what would we be capable of resolving with the equipment we have today? Our armored potential for the defense of the country has increased in quantity and quality, as well as in firepower. This, together with our fighting spirit, will always give us victory.

[Question] Speaking of anniversaries, the 20th anniversary of the Eastern Army on the 21st is also approaching.

[Answer] And together with that of the army, that of our unit. We are feverishly preparing to celebrate those 20 years. We are concentrating our efforts for arriving at that celebration with more fighting training and readiness and by efficiently complying with the instructions of the commander in chief at the Second Party Congress on production and defense.

## An Experience

[Question] What would be your advice to young officers in the exercise of command?

[Answer] The main thing is direct work with the man, with the subordinate, contributing to his education, affecting his complete development.

Experience teaches that the first thing a chief must do is win the affection and respect of his subordinates by proper means, obtaining their attention at the proper time and place and in the proper way. When that is achieved, it is a great step. On the other hand, one must take care of the problems and concerns they may have, and always have a reply which is the most logical and convincing before any situation.

When the moment requires inflexibility and one has to make demands, other methods must be forgotten. But one has to know the men. I repeat, as far as I am concerned the first thing a commander has to do is to learn the nature of his group, win it over, and unify it by his personal example. This way there is no task that cannot be done nor any obstacle that cannot be overcome no matter how difficult they are.

[Question] We received the notification of your election as a member of the Party Central Committee during the Second Congress with great joy.

[Answer] I was a delegate to the First and Second Party Congresses. I did not think that I would join the ranks of the Central Committee. I have worked with dedication all my life, but it never went through my mind that my modest work and attributes made me worthy of that high honor. It was a surprise to me. That promotion forces me and demands of me that I perform the tasks given to me by the minister of the FAR and the commander of the Eastern Army with more responsibility and dedication.

I shall never betray the trust they have placed in me in the command of this unit.

[Question] What has given you the most satisfaction in your life?

[Answer] Having served my country in the FAR for almost 24 years.

The tour ends in the headquarters offices, as does the conversation.

8908

CSO: 3010/1266

## ANTIAIRCRAFT DEFENSE, REVOLUTIONARY AIR FORCE PRAISED

Havana VERDE OLIVO in Spar . . 19 Apr 81 pp 70-71

[Article by Mario Rodriguez: "Troops of the DAAFAR, With the Fighting Spirit of Two Decades"]

[Text] In the midst of the battles of Playa Giron, where the fate of our country was being decided, the DAAFAR [Antiaircraft Defense and Revolutionary Air Force], the impenetrable shield of our sky, was born. Those were difficult times when the Revolutionary Air Force and the incipient Antiaircraft Artillery, together with the men who handled them, showed signs of courage and daring in the accomplishment of fighting missions.

There, piloting our aircraft to the field of battle, were the brave pilots "with their heart in the middle of the chest," [as published], as our commander in chief was to say years later.

Some of them lost their precious lives in that noble endeavor but not before saying that combative "Fatherland or Death," which is a great symbol.

Also there, by the famous "four barrels," were the child artillerymen in open defiance of enemy aircraft, without a trace of fear, with their chests bared to the bullets and with their eyes glued to the target.

Twenty years, and as many Aprils are commemorated since that baptism of fire and heroism! Twenty years in which there has been no rest for a single moment in seeking to obtain a substantial change in all aspects.

In these two decades, the patient work by the commanders, officers, political bodies and all this great family today represented by the DAAFAR has borne fruit.

Today the DAAFAR has modern systems capable of performing the complex missions assigned to it with great effectiveness.

With a structure, which is much more in keeping with the requirements of contemporary combat, the DAAFAR troops constantly improve their combat capability and training.

Training, more and more strict and demanding, contributes to the institution of real habits and skills in personnel, which makes of this type of armed force a decisive element in the achievement of success during the course of combat actions.

In the present phase, soldiers of the DAAFAR are directing all their efforts to improving training methods more and more, to increasing their efficiency in combat activities and in the political and ideological training of personnel.

The sky of the fatherland, now more than ever, is, and will, be zealously protected, because day and night, while we give our greatest productive contribution or we seek a well-earned rest, the troops of the DAAFAR permanently watch every centimeter of our air space.

As in the heroic days of Giron, the DAAFAR soldiers offer their lives if necessary to insure the victorious march toward the future. It is a commitment with history, with that same history of heroism the writing of which began exactly 20 years ago.

8908

CSO: 3010/1266

## ARMED FORCES COMMEMORATE FIRST SOVIET SPACE FLIGHT

Havana VERDE OLIVO in Spanish 19 Apr 81 p 98

[Article by Jorge Luis Blanco: "A Victory of Socialism"]

[Text] The principal FAR [Revolutionary Armed Forces] event on the 20th anniversary of the first space flight was held in the Military Industrial Enterprise, which carries the name of the principal figure of that spectacular feat: Yuri Gagarin.

Present were Naval Captain Eladio Calvo Gonzalez, alternate member of the Party Central Committee and substitute for the chief of the FAR Central Political Directorate; space pilot and Hero of the Soviet Union, Col Leonid D Kizim; Col Arnaldo Tamayo Mendez, space pilot-researcher, Hero of the Republic of Cuba and of the Soviet Union, and alternate member of the Central Committee, other commanders and officers of the FAR and as well as soviet military specialists who are working in our country.

Making a speech, Pioneer Madelin Lopez emphasized the significance of the feat by Yuri Gagarin and said that Cuban children are inspired to be better every day because of his example of bravery and discipline.

In turn, FAR civilian worker Enrique Castillo emphasized the importance of the first space flight for humanity and how it was precisely the first socialist country which opened this new road of scientific-technical progress.

Col Gerardo Chong, director of the Yuri Gagarin Military Industrial Enterprise, then said that the celebration of the first space flight is linked to another very important commemoration for our country: the 20th anniversary of the victory of Playa Giron.

He mentioned that this industry has become worthy of bearing the name of Yuri Gagarin after a sustained battle in production.

"The 179 minutes that Yuri Gagarin remained in space," he said, "are not only a great victory for socialist scientific and technical thought, but also the breaking of the barrier of human possibilities, the breaking of the psychological barrier."

"The first space flight," he emphasized, "was in fact a leap into the unknown by a new man, a man molded and forged in the rich traditions of struggle and battle of the Soviet working class, a man who embodied the inheritance of the men of that great October, in short, a communist, a Soviet man, an example for all humanity."

Finally, space pilot Leonid D. Kizim spoke of the undying example of Yuri Gagarin and the sustained progress of the Soviet Union in space research in the past 20 years.

He also emphasized the importance of the fact that the first Latin American cosmonaut is precisely a Cuban, Col Arnaldo Tamayo Mendez, and how the relations of friendship and cooperation between the countries of Lenin and Martí become better every day to the benefit of both countries.

8908

CSO: 3010/1266

## TECHNICAL SUPPLY PLAN OF INDUSTRIAL FIRM DESCRIBED

Havan ECONOMIA Y DESARROLLO in Spanish Jan-Feb 81 pp 144-156

[Article by Lazaro Blanco Encinosa, graduate in economic management and specialist at the National Institute of Automated Systems and Computer Technology: "Model Technical-Material Supply Subsystem for Industrial Enterprises"]

[Text] The development of the socialist economy requires the use of modern methods for planning, information, control and management of economic activity, which entails the gradual introduction of electronic computer systems the application of which is technically and economically well founded and which will guarantee economies in social labor as compared to the traditional methods (Program Platform of the Communist Party of Cuba).

The experience acquired in the planning of automated management systems for socio-economic goals (SADO) in the socialist countries demonstrates the need to use efficient methods making it possible to reduce the time periods for drafting plans and to reduce planning costs. One of these methods is the drafting of model solutions for the automated processing of data for a series of tasks in the economic management field, which can be used for a complex of socioeconomic management goals such as to avoid the duplication of work to which the development of individual solutions led and to produce a considerable economy in the social labor invested in the design and planning of automated management systems.

One of these model solutions is the model technical-material supply subsystem for industrial enterprises (SST-ATM), designed and developed by specialists at the Central Design Bureau of the Automated Data Addressing System (SAD) of the INSAC [National Institute of Automated Systems and Computer Technology], the characteristics and technical advantages of which are set forth in summary in this article.

## General Aspects of the Model Technical-Material Supply Subsystem

The SST-ATM is a complex of computer elements, documentation and organizational and methodological procedures designed and structured in such a way as to be useful in its original state on the basis of parametric specifications, or partially, through the elimination or substitution of a part of the modules making it up. Its purpose is to automate data processing in those aspects of the ATM activity for various socioeconomic management goals in which the volume of data to be process and/or the complexity of the calculations to be made prevents their execution in whole or in part by nonautomated means in the time required.

The data output provided make possible the recording, analysis and technical-economic management of activities carried out, in connection with the ATM, in the technical-material supply, accounting, planning and finance areas.

#### Main Technical Tasks

The design and development of a model subsystem must meet a series of technical requirements in order to be utilized, once completed, for a complex of different socioeconomic goals. The solution provided to these requirements makes the subsystem qualitatively different from individual systems. We set forth below the main characteristics of the SST-ATM which conceptualize it precisely as a model subsystem:

- It has a high degree of flexibility, making it easy to modify for use, due to its modular design. This characteristic is found from the highest level of the subsystem--the SST-ATM is in itself a module which can be coupled with another system of a higher level, such as an SAD or an integrated data system--to its most elementary parts, the programs.
- The functions it carries out are divided into three groups of tasks, each identified with a complex of computer programs (PPA), and they can be utilized in isolated (partially inclusive) or integrated fashion.
- Obtaining output (printouts and magnetic tapes) is optional in all cases.
- Some of its parts have various alternatives for the use of input tapes.
- Some parts can be replaced by others without need for complete redesign.
- A certain degree of expanded data potential is possible without need for modification.

#### Sphere of Application

The SST-ATM is designed for use in socioeconomic projects producing material goods industrially, although some of its modules can be used in bodies engaged in different activities--for example services, agriculture, transportation, or construction, related to material consumption.

#### Main Methodological Aspects Governing the Process of Designing and Developing the SST-ATM

The development of the work on the design and drafting of the SST-ATM was based on a series of methodological principles. Also, it was structured (relying precisely on one of the principles mentioned) by stages. An effort was made thereby to achieve the technical characteristics described above in a minimum of time. Below we list these principles and stages.

#### Principles

- Selection of goals and delineation of scope.
- Need to carry out the work by stages.
- Modularity.

- Continuous development of systems.
- Systemic approach.
- High-level management.
- Computability.
- Unification of data.
- Single data flow.
- Maximal standardization.
- Draft project.
- Technical project.
- Work project.
- Testing and approval.
- Introduction.

#### Functional Structure of the SST-ATM

The SST-ATM is divided functionally into three complexes of tasks, called program application packets (PPA). They are a) inventory control, b) ATM planning and c) ATM plan control.

Below we describe the goals and characteristics of each and how in terms of data processing they are interlinked among themselves and with other model subsystems.

#### Inventory Control--PPA-ATM-1

This is the basic nucleus of the SST-ATM, guaranteeing that the remaining PPA can be utilized as a whole. Its main purposes are:

- Keeping inventory control in the complex of rotational means found in the enterprise up to date.
- Reporting periodically on:
  - warehouse input and output, in accounting and statistical form;
  - those branches failing to meet maximal and minimal inventory norms;
  - materials and other idle means;
  - those means which because of their chemical characteristics will reach, within the near future, or have already reached the date on which they should be regarded as obsolete or useless;
  - variations in inventory value because of official price variations;
  - differences in the means received at prices different from those of the enterprise nomenclature;
  - means to be handled by physical counting and the differences found in such counts;
  - the existing inventory level, by accounting branches and categories.

This information will be produced in printed form, and the contents will be very useful for the functional management of inventories, since they will make it possible to reduce stock levels.

The data will always be provided in summarized form, generally showing the aspects which prove problematical and on which it is necessary to focus effort or make a given decision.

The inventory balances, input and output file cards will be used to feed to ATM planning and ATM plan control PPAs.

The following will be used as input data:

- All of the modeling for which the National Accounting System provides in connection with warehouse input and output.
- Two models designed to establish the basic PPA card file (inventory output) and to correct the errors detected in the verification process.
- The nomenclature and materials description card indexes. Their function is to supply the PPA-ATM-1 with data of a reliable sort on the rotating means in storage, especially for the verification and production of printout tables.

Figure 1 shows a diagram providing a detailed illustration of the PPA input and output, the data flow within it and the main operations it carries out.

#### ATM Planning--PPA-ATM-2

The basic purpose of this PPA is to calculate the technical-material supply needs of the enterprise for the activities of a) production, b) investment, c) maintenance and repairs and d) others, and subsequently to strike a balance for the sources and destinations, establishing the volume of rotating means for which contracts must be arranged with the supply enterprises to guarantee the activity levels.

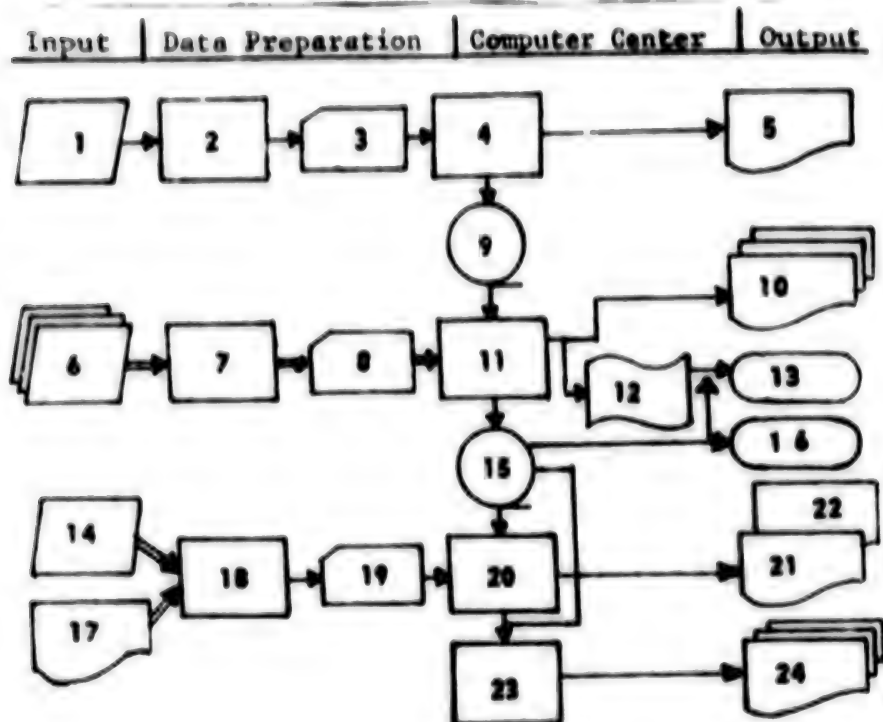
The use of it will enable the enterprise:

- to reduce the time needed for the calculation of the technical-material supply plan;
- to free experts from the routine work of data processing, enabling them to focus their efforts on analysis or other tasks;
- to facilitate the decision-making process for the managers of the ATM in planning activity, with regard to the ATM plan;
- to simplify the process of altering and adjusting the plan in the various stages of its drafting;
- to raise the level of quality in calculations, with a resulting decrease in errors.

All of these factors will combine to produce a favorable economic effect for the enterprise.

The printouts provided are consistent with the goals set forth above and meet the requirements established by the JUCEPLAN [Central Planning Board] for industrial enterprises in connection with the presentation of the ATM plan.

Figure 1--PPA-ATM-1  
Diagram of the Inventory Control System (Summary)



Key:

- |   |   |
|---|---|
| 1. Stock balances   | 13. ATM plan control  |
| 2. Punching   | 14. Stock balances (physical count)   |
| 3. Stock balances   | 15. Stock balances  |
| 4. Establishment of stock file index                                  | 16. ATM planning  |
| 5. Total inventory of stocks by accounting branches and categories    | 17. Inventory sheet (physical count)  |
| 6. Warehouse input and output   | 18. Punching  |
| 7. Punching   | 19. Physical count  |
| 8. Warehouse input and output   | 20. Preparation of physical count and establishment of inventory differences          |
| 9. Stock balances   | 21. Physical inventory sheet  |
| 10. Accounting and statistical analysis                               | 22. Establishment of inventory differences  |
| 11. Updating balance. Drafting of statistical and accounting analyses | 23. Establishment of warehouse value differences. Idling, spoilage and nonfulfillment |
| 12. Selected input and output   | 24. Value differences. Idling, spoilage and nonfulfillment                            |

\_\_\_\_\_ single data flow

===== alternative data flow (one type of retrieval or another will be used)

It will utilize as input data:

- the enterprise production levels, which may be received on magnetic tape or on documents direct from the planning department;
- consumption of those materials or other means which are not normed;
- inventory stocks obtained from inventory control on magnetic tape;
- estimated input of materials and other stored means, on documents;
- the nomenclature and materials description, as well as consumption norms, file cards.

Figure 2 shows a diagram illustrating in greater detail the input and output, the internal data flow and the principal operations it carries out.

A complex of tasks is grouped within this PPA. Their general purpose is to establish the level of variation in the real development of the indicators describing the ATM activity from the planned or estimated level, as well as to create the necessary data base for proceeding to higher forms of planning in the enterprise.

The complex of storage categories will not be taken into account, but only those of interest to the enterprise and the higher economic management bodies.

The goals, put more specifically, are:

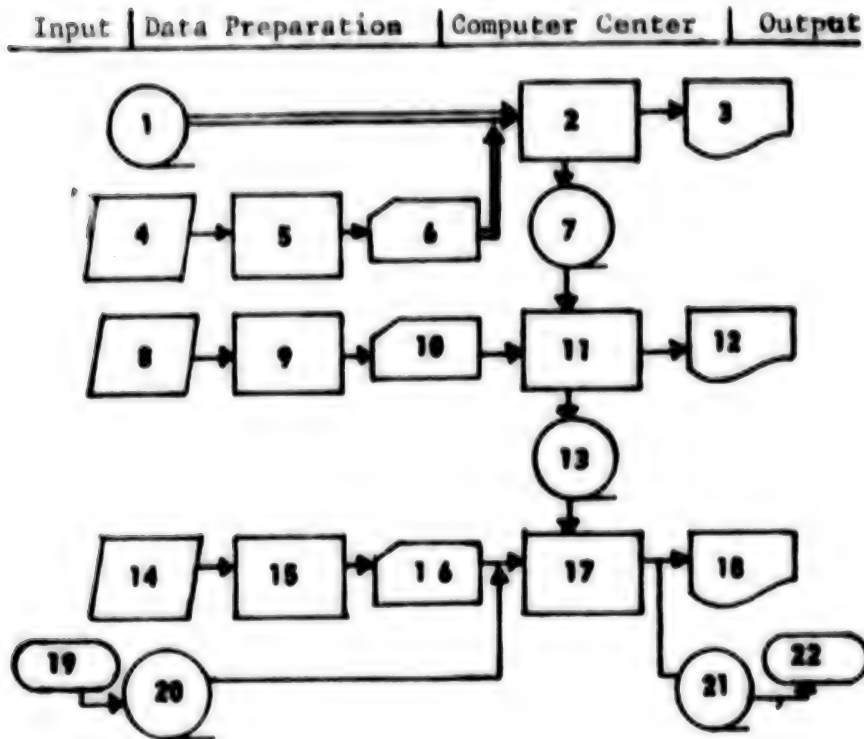
- to report periodically on the movement of products, materials and other means, by activity;
- to establish the real development of the consumption norms;
- to maintain periodic control of the planned volume received and the status of contracts;
- to establish a historical data base on real consumption and the real development of consumption norms.

Thanks to the use of this PPA, a reduction in the cost of the use of rotating means will be produced because it will make possible an increased efficiency in contract management, as well as a reduction in production costs thanks to the periodic analysis of the development of consumption norms and the measures which can be adopted in the event of improper material consumption.

The following input data will be used:

- contracts signed with supply enterprises, in documents;
- real consumption, by activities, in documents;
- the ATM plan card index on magnetic tape, obtained from ATM planning;
- the selected input and output card index, on magnetic tape, obtained from inventory control;

Figure 2--PPA-ATM-2  
Diagram of ATM Planning System (Summary)



**Key:**

- |   |   |
|---|---|
| 1. Allocation by product                | 12. Consumption needs by activity           |
| 2. Calculation of production needs      | 13. Consumption needs by activity           |
| 3. Consumption needs for production     | 14. Estimated input                         |
| 4. Production levels                    | 15. Punching                                |
| 5. Punching                             | 16. Estimated input                         |
| 6. Production levels                    | 17. Balance of ATM sources and destinations |
| 7. Consumption needs for production     | 18. ATM balance                             |
| 8. Consumption of non-normed materials  | 19. PPA-ATM-1                               |
| 9. Punching                             | 20. Inventory balance                       |
| 10. Consumption of non-normed materials | 21. ATM plan                                |
| 11. Calculation of production needs     | 22. ATM plan control                        |

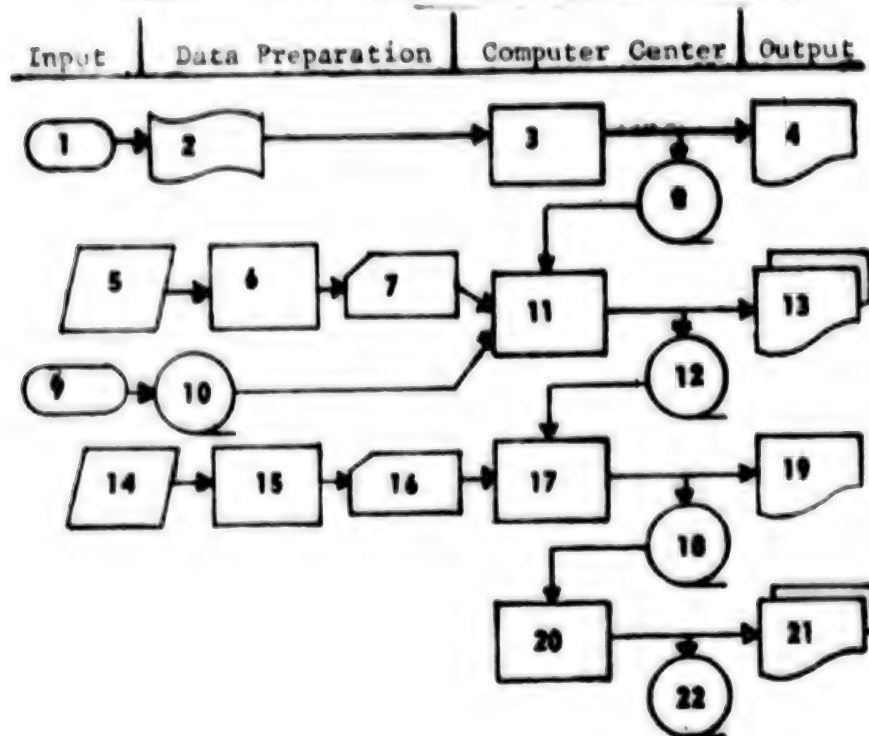
single data flow

alternative data flow (one type of retrieval or another will be used)

--the nomenclature and materials description, as well as consumption norms, card indexes.

Figure 3 shows a diagram providing a detailed illustration of input and output, the internal data flow and the main operations it carries out.

Figure 3--PPA-ATM-3  
Diagram of ATM Plan Control System (Summary)



Key:

- |   |  |
|---|--|
| 1. Inventory control  | 12. Plan contracted                                      |
| 2. Selected input and output                                | 13. Periodic contract results and status                 |
| 3. Compilation and printout of product movement by activity | 14. Real consumption                                     |
| 4. Product movement by activity                             | 15. Punching   |
| 5. Contracts  | 16. Real consumption                                     |
| 6. Punching   | 17. Establishment of norm and consumption development    |
| 7. Contracts  | 18. Real development of consumption norms                |
| 8. Selected input and output                                | 19. Real development of consumption norms                |
| 9. ATM planning   | 20. Establishment and updating of historical series      |
| 10. ATM planning  | 21. Historic development of consumption norms and levels |
| 11. Establishment of contract status. Plan fulfillment      | 22. Historical series                                    |

\_\_\_\_\_ single data flow

===== alternative data flow (one type of retrieval or another will be used)

## SST-ATM Technical Support

The main technical means on which the SST-ATM relies are:

a. CID 201-B computer with the following structure:

- Central unit with a 32 k internal memory.
- Peripheral link unit.
- IZOT 6001 card reader.
- FS 751 paper tape reader.
- DT 105 paper tape puncher.
- DZM 180 character printer.
- Magnetic tape units.
- EC 1370 minidisk.
- Ricoh 3000 or Consul command console.

b. Card punching and verifying machines.

### Concluding Comments

The use of the SST-ATM by industrial enterprises in the country is justified technically and economically by the following factors:

- The means required for purchase will always be less than would have to be allocated for the development of a similar system with its own resources, presuming the enterprise had such resources.
- The following economic results will derive from the use of the SST-ATM:
  - reduction of the value volume immobilized due to excessive inventory levels or the maintenance of idle categories of stocks;
  - reduction in the effects of the exhaustion of inventory on cost;
  - reduction in the losses due to obsolescence or spoilage;
  - increase in efficiency in ATM plan calculations;
  - reduction in the costs resulting from material losses;
  - decrease in auxiliary personnel in the accounting and ATM areas.
- This subsystem guarantees gradual development toward higher forms of enterprise management, such as the application of the SAD. In addition, its possible use by a complex of industrial enterprises in the country, with a minimal level of expenditure for adaptation to each, makes it clear that it will result in an economy in the social work required to plan and draft systems for data processing in the ATM activity.

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5157

CSO: 3010/1264

## IMPORTANCE, OPERATIONAL METHODS OF COMPUTER CENTER DESCRIBED

Havana ECONOMIA Y DESARROLLO in Spanish Jan-Feb 81 pp 30-55

[Article by Carlos Diaz Llorca, holder of a degree in economic management and assistant manager in the Department of Automated Control Systems of the Faculty of Economics at the University of Havana: "The Computer Center: Structure, Functions and Personnel"]

[Text] With the economic management system proposed, what is wanted is to increase economic efficiency and labor productivity, to insure that the resources we have will give us much more than they are giving.

No system within socialism can replace politics, ideology, the awareness of the people, because the factors which determine efficiency in the capitalist economy are different and can in no way exist within socialism, and the political aspect, the ideological aspect and the moral aspect continue to be a basic and decisive factor. (Dr. Fidel Castro Ruz, Central Report to the First Congress of the Communist Party of Cuba.)

Everyone is aware that the field of economic management was not precisely the source of computer origins.

It was not until 1955 that this type of tool really reached the level required by the administrative data processing sector.

From 1890 to the beginning of the second half of this century, economic data processing was applied in what were called direct output machines, and basically in punchcard equipment.

Economic management was and is an influential and even determining factor in the development of computers, both in terms of hardware and software. Magnetic disks, magnetic cards and other components have contributed to four generations of computers and their full development has been based on the various methods of organizing and processing data files. Similarly, the development of languages with universal characteristics, the development of operational systems making the use of computers more rational and the more recent technique known as data banks are, among others, the factors resulting from the development which has occurred in administrative data processing using computers, classifiers and electronic brains.

However, we can say that the organizational sector in the areas where systems for computers are conceived and developed, the computer center, has not seen such significant development.

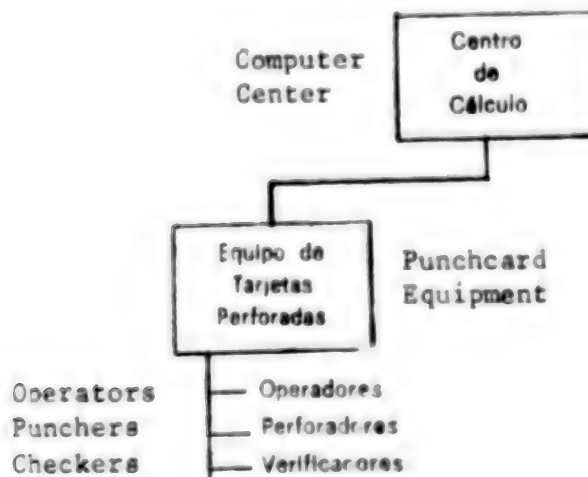
The systems developed for computer processing are still based on the structure which was used for the punchcard equipment, despite the fact that it is characterized by the disadvantage that its structure corresponds to a specific system, and any change in the card indexes changes the structure and the programs, not to mention the lack of data integration, which leads to redundancy, or the amount of time lost in classification. We are confident that the data bank technique will overcome all these difficulties and others which we cannot list due to obvious time considerations.

On the other hand, we have the same organizational structures as for the punchcard equipment still in use at computer centers. We know that such equipment has three basic organizational systems, in terms of their historical development and their dimensions, as follows:

#### Man-System Organization (Figure No 1)

This is a form of organization so described because a given man deals with an entire system at each of the machines. This organization is suited for places where the equipment is small, essentially basic equipment.

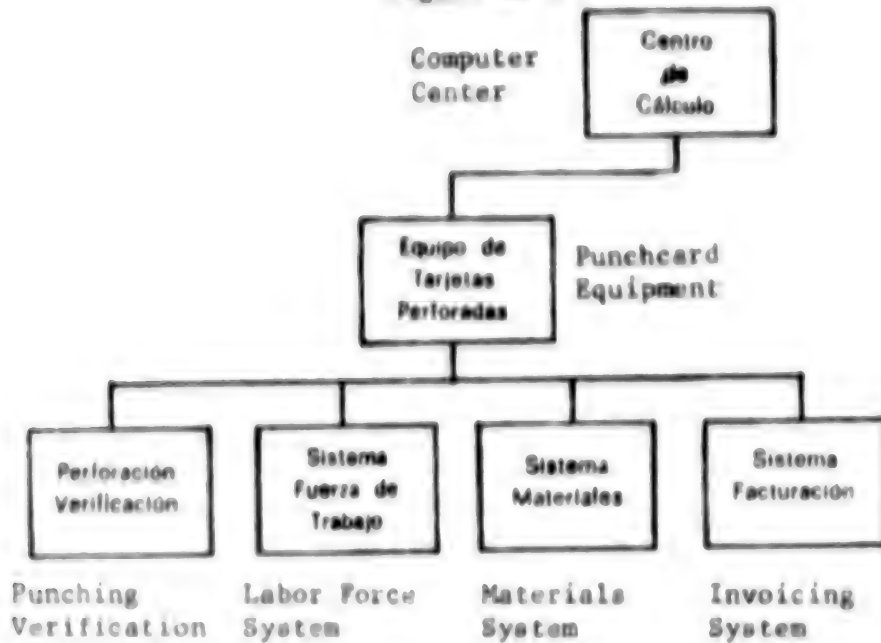
Figure No 1



#### System-Function Organization (Figure No 2)

This form of organization is so named because the systems are grouped by functions and all the operations in a system are carried out by the machines under the control of the individual in charge. This organization is suited for places with average or perhaps large-scale equipment.

Figure No 2



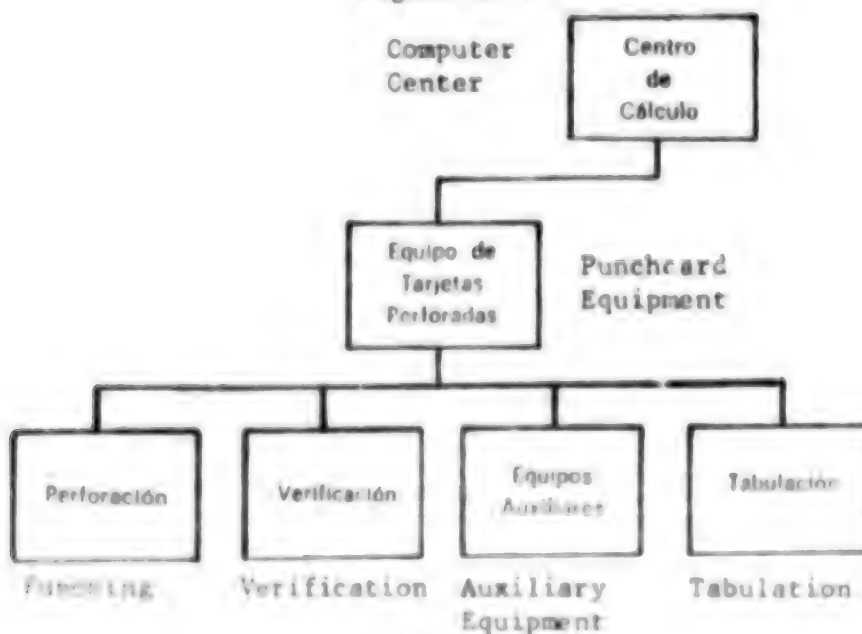
Process Organization (Figure No 3)

This is a form of organization in which the work is done by grouping the missions doing the same type of process. This organization is equally suitable for places with average or, preferably, large-scale equipment.

Today these forms of organization prevail in general at computer centers, on both the international and national levels. We have seen many instances of man-system or system function organization in our computer centers based on the CID or the IRIS-10, as well as process organization where there is more extensive equipment.

In reality the most controversial forms are the second and third. All work recognizes process organization as the basic form for the conceptual development of a computer center.

Figure No 3



This article considers the computer center as a data processing plant in which the raw material is the input of data to the equipment available, in which it is processed, and the finished product is the printouts which make it possible to develop more effective management of the enterprise, body, etc.

Thus this standard solution includes an initial moment at which the systems to be used are determined, or, what comes to the same thing, what products should be introduced in production. This determination is a function of the highest factory and enterprise levels.

Later the "process" of preparing the "production range" as such begins. First of all this involves the studies necessary so that the various processes which as a coordinated whole will be implemented in data production can be conceptualized in the "laboratory." This first stage in the production process will define an important element in the structure, which is called systems analysis. This sector will have the responsibility for the study, conception, establishment and maintenance of the various systems which are decided upon and defined by the factory management.

Once the system to be processed has been conceptualized, it must be programmed into the available equipment. This programming covers the chain of production flow, the material resource requirements, the general lines of the production flow of each unit which will be subject to processing, etc. This other stage defines a new element in the structure, called organic analysis. This organizational unit will have the responsibility for breaking down the data system into chains, phases, supports, operational time, etc.

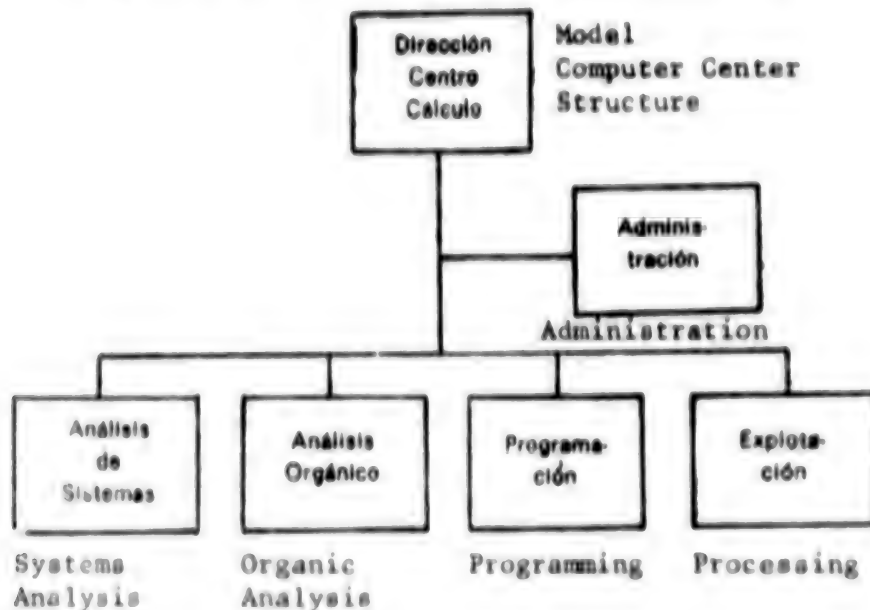
In this part of the "process," it has become possible to establish the "programming" of the various "mixtures," in other words to prepare them so that the machines can assimilate them in "operation."

In this stage an effort is made to find a "common language" for man and the machine so that the computer will know that "aspirin" means acetylsalicylic acid. In this part of the process, programming will be the structural element, and it will have the task of codifying the algorithms needed so that the machine can provide a solution to the problems given it, using the rules corresponding to the computation desired.

Finally, there is the direct production line, that is to say the production unit which, on the basis of the conception, instrumentation and programming of the production range, will effect the processing of the various products subjected to the operations. This stage gives rise to another element in the structure, which is called coding. This area will have the responsibility for receiving, checking, processing, reviewing and delivering the data involved in the processing.

As was our intention, a model computer center was established, as is shown schematically in Figure No 4.

Figure No 4--Model Computer Center Structure



#### Organization and Basic Characteristics of the Structure of a Computer Center

The computer center, together with the other units organized on that same level in the general structure, must:

Create the conditions necessary to automate the management of the body, attempting insofar as is possible to standardize criteria, procedures, methods, etc, and taking the interrelation of activities and exchange of information into account. In addition, it should define the form, content and frequency of information to be provided on the various levels of the enterprise management.

To this end, the computer center management must engage in good planning, organization, management and control of the various elements comprising its structure.

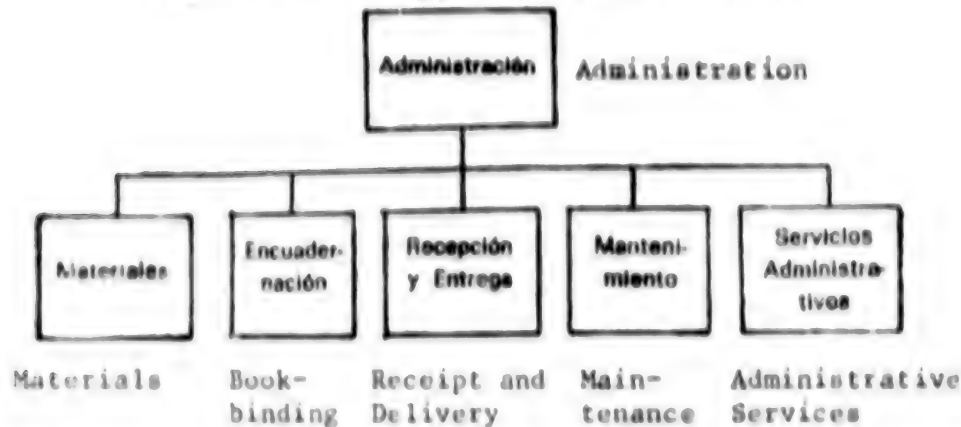
It must, then, analyze, beginning at this point and in the greatest detail, the organization of each computer center element in order thus to be able to have a broader view of the tasks it must incorporate.

#### Administrative Office

Its tasks are purely functional and its existence is circumstantial, being conditioned by the autonomy it may have in its economic and personnel management. Otherwise the main offices of the enterprise should deal with this activity in connection with the computer center. It will be regarded here as a part of the sector, because it is believed that its characteristics are so special that it is necessary to have a unit concerning itself with the functions assigned to it.

This sector will see to the material and human resources needed for information activity, functions deriving from the structure as shown in Figure No 5.

Figure No 5--Management Office Structure



This task, where materials are concerned, must concern the entire problem of material supply (continuous forms, magnetic tape, disks, cards, etc) and the equipping of all the units in the remaining areas, including in this case furniture. Office equipment must also be included. Warehouse control problems are typical of this sector and can ordinarily be mechanized.

Bookbinding will be the unit with responsibility for preparing the volumes presenting the results of the processing on the basis of the instructions given. These instructions may include separating carbons from the continuous forms, destroying certain intermediary documents, cutting continuous forms apart, stapling them, etc.

Because of its great importance in organizing the work flow in processing, the role of the receipt and delivery office must be stressed. This office is the only link between the customer and the process, and should not allow direct links between the various parts of the machine area and the customers. All incoming and outgoing documentation pertaining to a task should be channeled through and duly registered by this office.

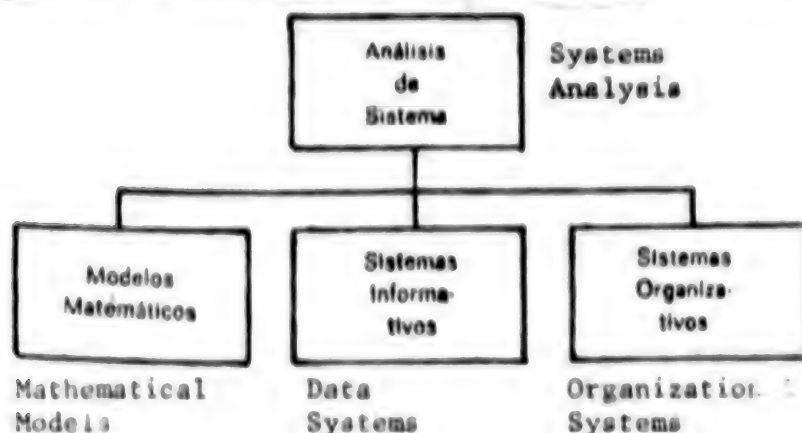
Maintenance will be responsible for pursuing all the tasks pertaining to the proper condition of the equipment and the furnishings. In other words, it will carry out the tasks of cleaning, painting, masonry, maintenance of fire extinguishers, etc. In addition, this work incorporates the personnel trained to provide the necessary maintenance for all the machinery making up the data processing complex.

Administrative services will be responsible for personnel training, control of access to the center, supervision of personnel and employee needs, etc. The study of costs and yields in connection with various applications, and in some cases, handling the necessary invoicing, will also be functions of this unit. It is also the responsibility of this office to provide such services as typing, reproduction, drafting and all others which are not of a strictly data technical nature.

#### System Analysis

As previously, there will be a systems analysis unit with a structure as shown in Figure No 6.

Figure No 6--Structure of the Systems Analysis Sector



The characteristic of this section is that it bears the responsibility for the study of the conditions existing in the area subject to analysis. In this connection it must clearly define the problem which is the target of study, precisely specify the goals which are to be achieved and propose processing alternatives. It is necessary to remember that the foundations of the conceptualization and establishment of the system depend on this study, such that it must always conscientiously research the particular problems of the body. It must then proceed to conceptualization, design and establishment of the system under study, as well as its major maintenance or supervision of its operation, in order to be able to make the necessary corrections to it.

As can be seen, this sector has a great task to perform because of the extent of the detail which must be achieved. It must also have a good work team enabling it to determine the data flow, its incidence on the organizational system, etc. Later it may recommend new flows, possible structural changes, the use of mathematical models to obtain new elements in decision making or for this purpose, etc. For this reason a subdivision has been effected into groups specialized by subject, which as a whole, will provide the systems analysts capable of undertaking the integral processing of the data and the formulation of a new system. These groups must have, among others, specialists in data systems, in operations research and in organizational systems.

For each project to be undertaken, this sector must train a multidisciplinary team, with a project head. This team can be made up of personnel from the organizational unit itself or from another in the enterprise. Experience indicates that personnel from the sector utilizing this service should participate in the project.

#### Organic Analysis

This sector, as was said before, will have the responsibility for programming the machine for the process to be used in handling the data.

Its work will be carried out on the basis of designs drafted by the systems analysts. For this reason, this section should send personnel to participate in the design, establishment and maintenance stages, in order to make available their advanced knowledge about the equipment to be used.

The personnel of this section must have broad mastery of the equipment available in the processing sector, whether of the direct output, conventional punchcard, or other types. In addition, they must have a broad understanding of software. This is because the organizational unit will be the intermediary element between systems analysis and the processing center, and it will establish the chain of flow within the processing area.

The personnel employed here are also known as process analysts, program analysts and program experts.

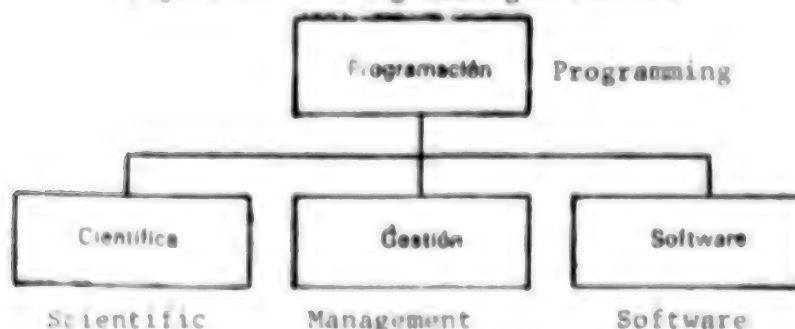
#### Programming

This unit will draft the calculation diagrams or block diagrams, in those cases in which computers are used, based on the definitions established in organic analysis, as well as programming them in the language which the equipment for which it was designed can understand. In this connection, the organizational unit may be divided into languages, in accordance with the equipment available or the solutions sought, i.e., scientific or management, such as for example FORTRAN or COBOL.

These functions can be carried out although there is another group which devotes itself to studies on computer software with a view to developing new improvements, functions or applications expanding the potential.

Thus this unit can be classified in accordance with the structure shown in Figure No 7.

Figure No 7--Programming Structure



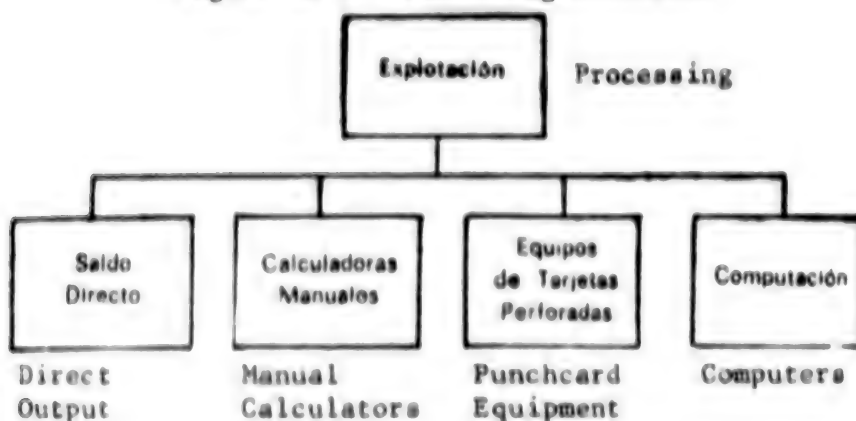
The personnel working here must have a broad knowledge of the software base of the machine, as a basic element and general guarantee, subsequently grouped by function or language.

The customary grouping is by function, and within these, by language, if more than one computer is available. However, in some cases, when the complexity or characteristics of a project so require, specific personnel are assigned to a particular system.

#### Finalizing

The broadest possible structure will be defined for the final element, so that it can include all possible variants. This structure may be as shown in Figure No 8.

Figure No 8--Processing Structure



The role which direct output may play in this context may be the processing of data which would serve as intermediary results to be subsequently processed by a conventional punchcard machine or a computer as such. This will depend on the role defined for it in the systems analysis.

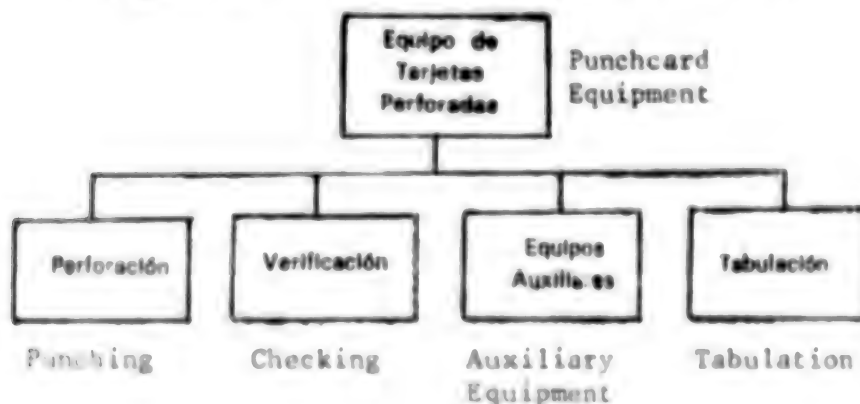
This situation does not prevent it from processing data from the body itself, if its volume and characteristics justify the use of this equipment.

The manual calculators unit is provided as a function of the characteristics inherent in the site, where it may perfectly well be used to carry out certain calculations of relative complexity.

Nowadays many bodies have highly skilled personnel, who may be architects, engineers--of all sorts, chemists, mathematicians, etc., who need calculating equipment to carry out certain operations for them in the pursuit of their functions, for which their computers are not suited.

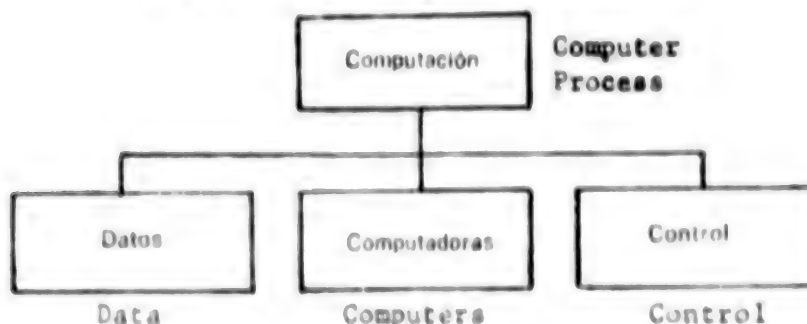
We will not give very broad details about the punchcard equipment unit. This sector, because of its complexity or the development which has occurred in the field of data processing, could be the subject of another article similar to this one. We will only say that it can have various kinds of internal structure, as a function of the characteristics of the enterprise and the systems being processed. Where we are concerned, we believe a process structure, which might be like that shown in Figure No 9, to be the most logical.

Figure No 9--Punchcard Equipment Structure



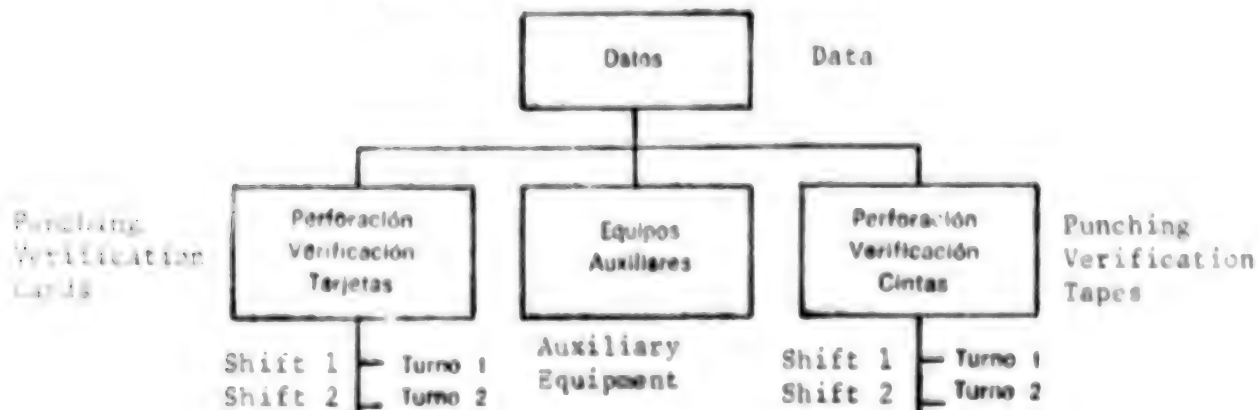
The organic structure conceived for the computer area is shown in Figure No 10.

Figure No 10--Computer Structure



The data unit is responsible for supplying the computer input terminals with the data received from the customer of the center. Structurally it is composed of three groups in which different tasks are carried out, possibly organized as shown in Figure No 11.

Figure No 11--Data Area Structure



The organization of each of these groups will depend on the volume of the equipment. For efficient and economical operation of the equipment for data preparation, two labor shifts should be established. Logically, this will be limited by the availability of data to be processed.

The card punching-verification unit will carry out its punching and verifying tasks on different machines.

Given the fact that the speed of verification is greater than that of punching, a proper relation between the two must be established. There are two areas which form this difference:

Several skilled personnel are selected from among the most skillful and accurate punch operators.

The selected personnel can work with greater confidence than the punchers, since the errors which may occur are detected by the machine.

The relation between the number of verification workers and the number of punch operators must be, as a rule, about 40 percent, i.e., 3 punch operators

This problem makes it necessary to maintain constant control of the workload of the two subgroups in order to maintain balance in the work.

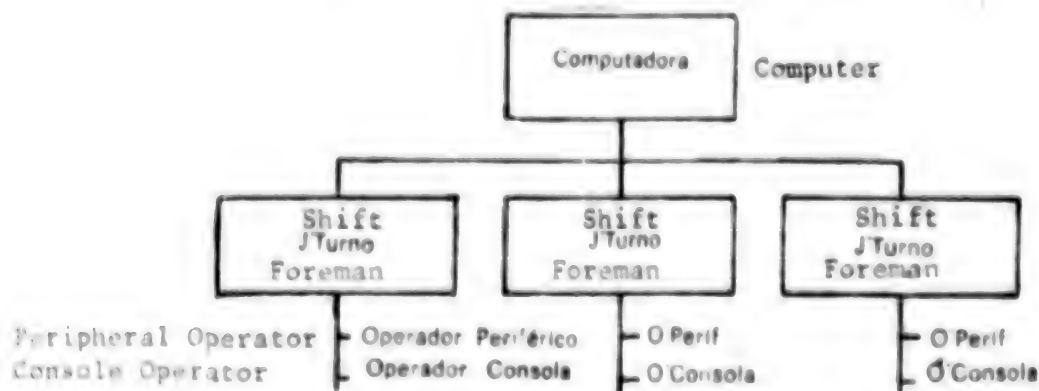
Initially this group must receive its work from another unit, revision and adjustment. It can only receive data direct from the users for projects in which the quality and presentation of the data is fully guaranteed.

The paper tape punching-verification group functions in a single team which punches and verifies, although a differentiation between the personnel doing the two tasks must be maintained. Everything said above about data input remains valid here.

Productivity is lower in tape punching and verification than with cards, because the speed of the equipment is much slower. When working with paper tape, it becomes more difficult to quantify productivity. Generally, large volumes of data are not processed using paper tape, and both this and the factors mentioned above make the drafting of punching norms complex. For this reason, the norms are drafted on the basis of estimates.

The structure of the computer group, based on a third-generation computer, may be as shown in Figure No 12.

Figure No 12--Computer Group Structure



This sector may have one or more machines, such that its structure may be dictated by a unit chief, if there is only one.

This unit has the responsibility for using computers to resolve the systems assigned in the daily work plan established. It must maintain the machinery in proper operational condition and must resolve any difficulties arising, after analysis as to whether software or hardware is involved. In addition, it will assist the control group in the drafting of plans.

It is important that this unit, along with the organic analysis unit, participates in the evaluation of the operational records. This becomes necessary since these records are drafted by the organic analysts, who although they have full mastery of the machinery, can have their work enriched by the direct participation of precisely those persons for whom they are preparing the work and who have rich experience, both in software and hardware problems. In this connection it is possible that the personnel in this unit will be aware of factors outside the scope of the analysts, such as the operational factors which can facilitate certain programming processes, or even determine if a direct access method is better than a sequential one, etc.

Whether there will be one or more labor shifts for operation of the computers is determined by the workload. To insure rational and economical use of the machinery, there should be a minimum of two labor shifts.

The shift foreman is responsible for directing the execution of the plan as scheduled. Also, he oversees the fulfillment of the operational norms, care and protection of the machinery in the computer hall, assigns and distributes work to the operators, oversees the proper rotation of the operators, bearing the quality of their work in mind, reviews the work processed, supervises the correct use of the established controls, and delivers the finished work.

The systems to be selected reach the computers through the control group and are returned to it once executed.

In the computer sector, three types of work with different characteristics are carried out:

- systems processing,
- primary solutions or systems initiation; and
- program testing.

It is recommended that the usually most routine work and the program testing be done by the night shift. The primary solutions for new systems or those processed relatively few times should be carried out during the daytime hours, when the most highly skilled personnel on the unit are on duty and there might be a possibility of exchanging views with the customers.

The presence of outside personnel in the computer room is not recommended, except in very special cases, such as, for example, for primary solutions, when an organic analyst might be present for one or several program operations.

Also, programmers should not be allowed to operate the computer, since the result of this might be the making of program changes on the machine and the correction of unplanned interruptions during the execution of a program.

The controls in the computer room should be simple and schematic and rigorously maintained. The indicators which are most necessary in order to measure the efficiency and the functioning of this section are:

- machine work time
- time lost due to equipment failure
- equipment failures
- work supplies
- magnetic terminal failures
- operational errors
- enter errors and punctuality

These indices are necessary despite the fact that the machines have a recording program because it does not record everything. The difficulty which was met with this recording program is that it charges each user with machine use time, including that which should not be charged, such as repeated runs due to operational errors.

The personnel in this sector should undergo rigorous training in order to achieve complete mastery of the operation of the system, the functioning of the alarm mechanisms, methods of extinguishing fires and the established norms for safeguarding the data.

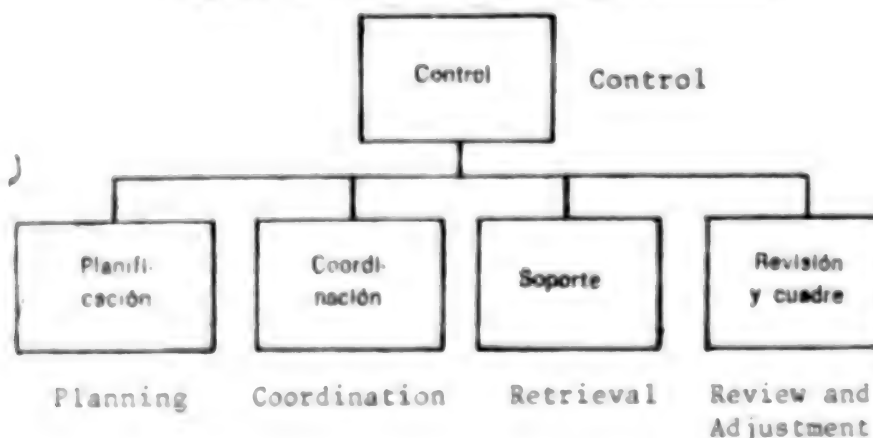
While work is being done, strict discipline should be maintained in order to avoid errors which might be of unpredictable magnitude. It must be borne in mind that sometimes certain program runs allow the operator free time which could provide an opportunity for some other activity: talking with a comrade, making a telephone call, etc. This should not be allowed, because a possible error due to a machine fault or some other reason could lead to a fatal error.

It should be borne in mind that the errors of the analysts or any other personnel involved prior to the processing can be discovered a priori, either by observation or by testing. However, once a project is being processed, the errors are discovered by the machine and at a speed at which the corrective action to be taken may come too late, thus requiring the restructuring of a project which may have taken hours to execute.

The control area is responsible for the drafting and supervision of the plan and the coordination of the execution of the work flow by the processing center. It also engages in the work of reviewing the input and output data and maintains the data retrieval files.

This sector has four work groups which carry out the functions mentioned above. The personnel each of these group will have will depend on the workload and its characteristics. For the purposes of this article, each function will be regarded as a work group, independent of the number of comrades involved, such that the structure of the sector may be as shown in Figure No 13.

Figure No 13--Control Group Structure



The planning group drafts and checks on the work plans carried out in the computer runs, based on a monthly, weekly and daily basis. In addition, it drafts the periodic reports on the efficiency of the work done, based on the requests showing the time in which the processing of these projects should be completed.

Similarly, in the development of its functions, this group establishes the processing priorities, supervises adherence to the established methods and assists the users where processing systems are concerned.

The coordination group organizes the overall work in the computer section from the operational point of view. It is responsible for the work flow, drafts the working sheet, checks on each stage of the work once completed, does preparation work and gathers together all the elements necessary for the operation of the computer, combining the work in such a way that optimal computer productivity is achieved. In other words, it guarantees the observance of the provisions set forth in each processing file for the various systems handled. In addition, this group advises the planning group on the drafting of the daily plan.

In this group, each project processed by the computer should be assigned to one individual who will organize and see to the processing and check on the entire production flow in its implementation.

This individual in charge of the machine processing of the system must participate in the delivery of the system by the systems analyst to the organic analyst. He will participate in this meeting only as a listener, in order to understand the general characteristics of the system which he will process in the future. However, he may contribute processing suggestions.

Later, he will participate in the delivery of the system by the organic analyst to the processing center and in discussion of it. In this instance he may offer specific views on programming and processing which will facilitate the execution of the work. He will later be responsible for the work flow ordered until the phases of the work are prepared for the operational processing.

The retrieval bank group is in charge of preserving, caring for, receipt and delivery of the stored data processed. It must provide reports on the allocation of magnetic retrieval facilities by project, and guarantees observance of the technical norms established for the retrieval files. In addition, it is responsible for the cleaning of magnetic tapes.

The review and adjustment group carries out a review of the data provided by the customer, which must be punched, to insure that this conforms to the instructions provided in the organic analysis. It corrects errors in data input detected during the process of adjustment and checking by the computer, compiles the printouts and verifies that the results obtained meet the established requirements.

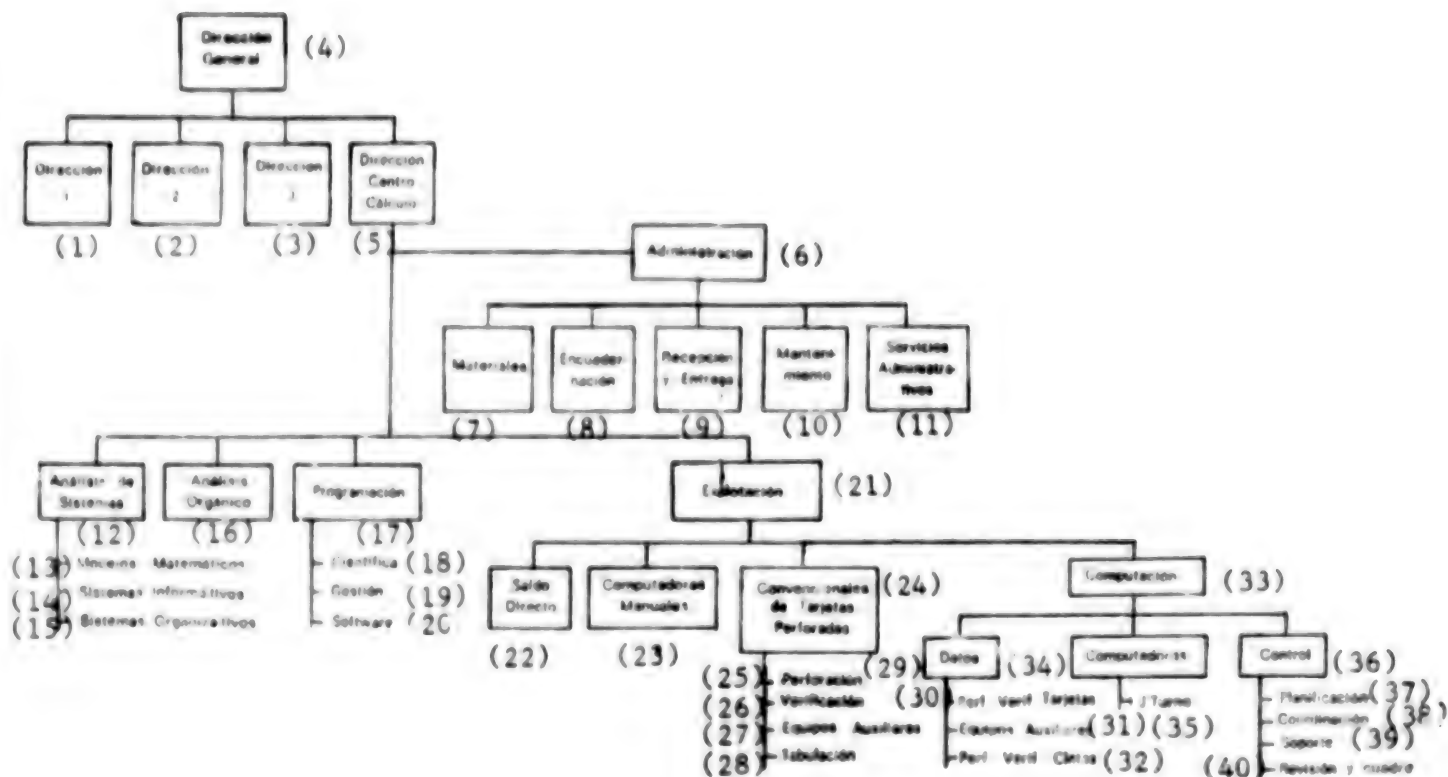
By way of a summary of the entire structure which has been explained and developed in this introduction, Figure No 14 gives an overall view of that structure.

#### Data Processing Personnel

The list of jobs given below is an attempt to incorporate the basic positions which may be found at a computer center. It does not pretend to be exhaustive, but it does intend show the principal posts which must be filled in order to operate a data processing plant.

Obviously, not all of the posts we list here are planned for many computer centers. The number of jobs varies, and their functions are distributed among the existing personnel in very different ways.

Figure No 14--Overall Scheme of the Model Structure Analyzed



Key.

1. Management
2. Management
3. Management
4. General Management
5. Computer Center Management
6. Administration
7. Materials
8. Bookbinding
9. Receipt and Delivery
10. Maintenance
11. Administrative Services
12. Systems Analysis
13. Mathematical Models
14. Data Systems
15. Organizational Systems
16. Organic Analysis
17. Programming
18. Scientific
19. Management
20. Software

21. Processing
22. Direct Output
23. Manual Computers
24. Conventional Punched Cards
25. Punching
26. Verification
27. Auxiliary Equipment
28. Tabulation
29. Data
30. Card Punching-Verification
31. Auxiliary Equipment
32. Tape Punching-Verification
33. Computer Processing
34. Computers
35. Shift Foremen
36. Control
37. Planning
38. Coordination
39. Retrieval
40. Revision and Adjustment

Computer center director: He plans, organizes, directs and controls the data processing activities, including analysis, programming and processing, either by direct supervision or through subordinate officials. He takes charge personally of major personnel, administrative and data processing problems.

Organic analyst: He arranges for and participates in the development of a data processing system, using the necessary means.

His work is carried out in three basic stages:

The stage in which the process is developed on machines and drafted on the basis of the flow diagram drafted by the systems analyst. This includes studies of the equipment to be used, preparation of the processing units, organization of the program lists, etc.

A processing phase, during which the system is definitively established; and

A maintenance phase, during which modifications in the system resulting from improvements, expansions, etc. are introduced.

Shift foreman: He is responsible for the computer processing of all the projects during his shift. He oversees the fulfillment of the work plan. He organizes the work, and assigns operators to the various computers and tasks. He will report to the computer chief on the difficulties encountered in the work. He will observe and see to the observance of the norms for the operation of the machines. He will guarantee fulfillment of the processing instructions received for each project. He will advise and instruct the operators on the fulfillment of their assignments. He will evaluate the difficulties encountered in the work, defining them as hardware or software problems. He will guarantee work quality. He will observe and see to the observance of the physical safety regulations. He will guarantee the full implementation of the required controls, as well as the efficient operation of the machines in his charge.

Peripheral operator: He operates digital computers of any complexity. He is fully competent to operate peripheral equipment and autonomous input and output control units in the central sections. He will report any abnormalities to the shift foreman, and he will carry out the work assigned to him, fully executing the processing instructions. He is responsible for the quality of his work. He must observe the physical safety regulations.

Central chief: He is responsible for the functional planning and control of the processing of all the projects received in the section, as well as the maintenance and care of the magnetic and paper retrieval files. He will guarantee the quality of the work, in form and content, for the input and output of processing in the computer and data sections. He will obtain the processing files and the chains from programming for his evaluation and approval. He will inform his immediate chief of the completion of processing and of any failure by customers to implement the program assignments received.

Systems engineer: He drafts and checks on the functional work plan for the section. He is knowledgeable pertaining to the use of the equipment. He participates in the delivery of the systems analysis portfolio and in the discussions of the organic

analyses of projects being planned, as well as the evaluation of the processing files. He supervises the strict adherence to the processing files approved. He provides technical aid to detect failures and the reasons for them, as well as the optimal use of the equipment installed.

Retrieval chief: He will have responsibility for the archives and for the care of magnetic retrieval equipment, as well as the delivery in proper time and form of the equipment requisitioned and the care and maintenance of it. He will carry out and keep up to date the established controls for analyzing each case and will make the pertinent decisions.

In order to avoid an article of interminable length, we will list below only some of the possible posts which may be found at any computer center, without giving the specifications for the work involved.

- Deputy Director of the Computer Center
- Systems Analysis Official
- Systems Analyst
- Programming Official
- Programmer
- Direct Output Official
- Direct Output Programmer
- Direct Output Operator
- Computer Board Official
- Computer Board Programmer
- Punchcard Equipment Official
- Punchcard Equipment Operator
- Processing Foreman
- Punching Official
- Card Puncher-Verifier
- Paper Tape Puncher-Verifier
- Computer Processing Chief
- Console Operator
- Data Processing Work Organizer
- Review and Adjustment Chief
- etc.

#### Personnel Requirements

As was said in the initial paragraphs of this work, one of the problems posed by the introduction of data processing is whether or not personnel will be reduced. Maintaining the same view as at the beginning, we do not believe that it is of interest to discuss this issue, since this situation can develop as a function of many characteristics which may be peculiar to the analysis area. However, this is not a concern for us. In a socialist economy, full employment is organized and therefore the surplus manpower can be diverted to another activity in the same branch or service, or some combination can be sought which will guarantee jobs for that personnel.

Apart from the question of whether personnel is reduced or not, the problem that person 1 must achieve a higher level or be in a position to do so is posed. These considerations dictate the need to meet the following requirements, to a greater or lesser degree, for personnel and in its selection:

Reliability: This is a basic point in data processing organization because the introduction of this technique leads to a drastic change in the processes for handling data. On the one hand, there is a need for personnel familiar with the characteristics of the body, a requirement which cannot always be met, and on the other, personnel must be reliable.

As a result of the contradictions inherent in capitalism, cases of embezzlement or alterations in accounts introduced by programmers and operators of the machines are known. With computers, ordinarily, the operations are not based on documents available to men, a situation which provides the possibility for such deeds to occur. For example, subroutines can be programmed in which are favorable to an individual working in collusion with a programmer or operator, leading to this kind of change in favor of a group.

Aptitude: As is known, computer work is based on transmission of electrical impulses, which serve to create a magnetic field and therefore a change in the form of representing facts. In addition, mathematical logic is broadly used in the computer languages, such as to obtain results which have been "programmed." On the basis of these facts, everything must be given to and thought of for the computer, down to what seem insignificant details. In other words, the computer does nothing for itself.

For this reason, this work requires personnel demonstrating an excellent "aptitude" for this work, which, generally speaking, does not prove easy. To this end there are innumerable mental tests which clearly define the "logical" nature of the individual, a requirement for such personnel, on the basis of which a favorable mental attitude toward this kind of work can be developed.

Psychological stability: The developments computers have introduced in the data processing field go hand in hand with the environment it requires. Computer technology itself requires such conditions as a stable temperature such as to prevent humidity and heating in the equipment, protective and control mechanisms, etc. For this purpose, work in the centers which have such equipment, although working conditions are agreeable, usually takes place in closed premises, which tends to produce imbalances in the personnel.

This imbalance, which sometimes seems inconceivable because of the working conditions as such, may be manifested as outbursts of tears on the part of operators, quarreling among employees, who must sometimes restrain each other, etc. When the reasons for these developments are studied it can be seen that they are inherent in the environment itself.

Decisions such as whether the operators will be grouped with a machine in given cubicles, or whether on the contrary all of the equipment will be grouped in one place, give rise to a situation in which the constant noise produced by the machines sometimes causes attacks of boredom which greatly depress the workers.

Linked with this, the fact that they work in closed premises, such that sometimes the employees go to work in fine weather but depart in the midst of a torrent of rainfall with thunder, or vice versa, without any perception of how the change in the weather occurred, or having failed to image or expect such a situation, can also affect the psyche.

In addition, it must be borne in mind that the center is a plant for processing data used by other units in the body, and therefore the workers become processing automata, having no idea what the origin of the data is or what final purpose it serves, what benefits it provides, etc. This is another factor causing psychic afflictions, since the workers do not feel involved in the process, the origins of it, or the benefits it provides.

The above are some of the factors which may appear, particularly in the processing area, and which must be taken into account in order to improve environmental conditions insofar as is possible. However, it remains necessary for the personnel working in this sector to be as stable as possible psychologically, and capable of adapting to the environment.

**Advancement potential:** Among the requirements the personnel selected for work in data processing must meet, aptitude for job advancement plays an important role. This is a factor which motivates the worker greatly in carrying out his tasks, but it means that he must have as a minimum secondary level education.

This level is the minimum because it has been demonstrated that beginning at that level, data processing work quality is better, minimizing the possibility of error in the processing and insuring a better understanding of it and the tasks it involves, as well as a more solid foundation for the advancement of the worker as such and his aptitude for job promotion.

**Discipline:** Although discipline depends basically on the reasons underlying it, it must be taken into account in the requirements for data personnel. Sometimes job relations themselves and the execution of the work can lead to violations of discipline which can have a serious effect on the quality of the work, as well as leading to the commission of errors which cannot be corrected.

For example, punching requires well-disciplined personnel, despite the fact that the strictest possible discipline is imposed. It is in the equipment complex that there is the greatest concentration of personnel, which may prove a hindrance to the execution of good work. To this must be added the fact that the youngest employees are concentrated here.

Another situation occurs in review and adjustment and in programming, where the personnel groups are also large, and to a certain extent these are sectors on which the components of the center depend.

In the computer room, discipline must be even more rigorous, due to the data being processed on the one hand, and because of the dead time caused by the computer as it carries out its tasks, on the other. This can lead the operators to turn to chatting among themselves or making telephone calls. During such an interval an error could occur which could be fatal and impossible to correct, both for the data and the machinery.

Logically, to the extent that the cultural level rises and responsibility increases, discipline is firmer and becomes more a function of the processes rather than factors alien to it. However, this is a matter which must not be neglected, but must be retained as a constant concern to insure the proper development of the data processing operation.

It is possible that these are not the totality of factors to be borne in mind in the requirements for data processing personnel, but they may indeed prove to be the most important and those most specifically related with the experience acquired in this process, above all at an operational center.

## REVIEW OF EPIDEMIOLOGY DURING CASTRO'S REGIME

Havana REVISTA CUBANA DE HIGIENE Y EPIDEMIOLOGIA in Spanish Jul-Sep 80 pp 195-205

[Report presented to the First National Congress on Hygiene and Epidemiology, by Dr Josefa Fernandez Torres, head of the National Department of Epidemiology, Ministry of Public Health: "Epidemiology in Cuba: Development, Current Situation and Prospects"]

## [Text] Introduction

There are numerous definitions of epidemiology. It was originally confined to the study of communicable diseases but the scientific method in the hands of epidemiologists is completely applicable to highly dissimilar fields such as chronic illnesses, accidents, suicide, and so on. In recent years, the work of epidemiologists has gradually expanded to these areas.

We believe it would be useful to define epidemiology as the scientific method applied to health problems of the community by specialists in the field.

As an ecological entity, man is situated in the midst of an infinite number of factors that affect his health in various ways. That is why the health of the population depends to a great extent on the country's social development and its economic, scientific, technical and cultural conditions. Many specialists working in the field of medicine in underdeveloped countries state that the main enemy of health is not so much the pathogenic germs of infectious and parasitic diseases or other direct causes, but rather, the low level of economic development.

Consequently, we can observe that a weak economy is the main enemy of the health of man and the community: the subject of study of epidemiology.

In October 1917, the cannons of the Southern Cross announced the beginning of a new era in Russia, the era of socialism.

The Great October Socialist Revolution was for the world an example of how to solve the most important social problems.

Not only did the triumph of the Cuban Revolution in 1959 free the people from exploitation and backwardness, but rather, it also created the conditions for economic, social and political development.

The low level of our people's material welfare and culture were reflected in the health of the population, whose essential characteristics we can sum up as follows: high mortality, high birth rate, low life expectancy, high rates of morbidity from contagious and parasitic diseases, the proliferation of social diseases such as venereal disease, tuberculosis and alcoholism.

From the very time of the triumph of the revolution, health was recognized as a right of the people and a responsibility of the state. A single national organization was set up to administer all health services, extending integral health services to the entire population.

In addition, as early as 1959, important preventive activities got underway. A review of those activities would include the following:

#### Vaccination

Since the beginning of 1960, the Ministry of Public Health has maintained a continuing program of inoculation for diphtheria, tetanus, whooping cough and tuberculosis and of national coverage through the general health services. In addition, massive campaigns have been carried out based on priorities established by the National Department of Epidemiology, with the participation of the country's mass organizations and especially the CDR's [Committees for the Defense of the Revolution] and the FMC [Federation of Cuban Women].

In 1968, an agreement was signed with UNICEF and a special vaccination program was carried out for the rural population under the age of 15.

In 1975, the FMC-Ministry of Public Health campaign to vaccinate housewives was launched and in 1978-1979, children under the age of 5 were vaccinated. This campaign included the measles vaccination.

Booster shots with BCG vaccine, class 5, an activity of great epidemiological importance in preventing bacilli-related diseases in adolescents and young adults, were incorporated into the program after 1970 and the existing program was updated.

In 1962, the first national campaign for polio vaccinations took place. It has been continued on an annual basis with the support of the CDR's.

Vaccination for measles began in the country in 1971.

#### Acute Respiratory Infections

In recent years, acute respiratory infections have constituted an important cause of deaths among infants, preschool children and those over 65. The rate of morbidity is high for the general population, especially when new viral strains circulate.

In 1964, the respiratory virology section of the National Institute of Hygiene, Epidemiology and Microbiology (INHEM) was set up for the purpose of attempting to clarify the role of viruses in causing acute respiratory diseases in our country. In 1974, this section was declared the National Influenza Center, an affiliate of the WHO World System of Influenza Centers.

In 1978, a national program was established in to study acute respiratory diseases and ascertain how such viruses are spread in order to orient control measures.

### Tuberculosis

In 1970, the antituberculosis program of the vertical type, with monovalent, specialized services, was turned into a program of control based on general standards recommended by PAHO [Pan American Health Organization]-WHO. Its most outstanding element is the integration of all control activities into general health services. Hospital treatment is replaced by ambulatory treatment and diagnoses are made based on bacteriological criteria rather than on clinical and radiological means, as had previously been the case.

### Gastrointestinal Infections

In 1962, the national program to fight diarrheal diseases was begun. Its main activities are aimed at reducing morbidity through changes in hygienic and sanitary conditions, health education and improvement's in the people's diet.

Previous to 1972, there were no statistics on actual rates of morbidity in our country due to intestinal parasites and up to that time, analyses of feces were made only of patients who for some reason visited health centers. Consequently, such data was not representative. In 1972, a national survey was made of morbidity from intestinal parasites, using a representative sampling of the supposedly healthy population. The results obtained were released in different scientific publications of the Ministry of Public Health.

In 1976, studies were made to determine the relationship of hepatitis in our country to water and food and to learn the short- and long-term effects. In 1964, INHEM assembled techniques for phagocytic typing of strains diagnosed. To date, 31 different phagotypes have been isolated.

Since 1960, there has been continuing inoculation for typhoid in areas where it is endemic and among high-risk groups. It was first done with endotoxoid vaccine and beginning in 1975, with the phenol heat-type vaccine.

### Leprosy

In 1972, the vertical program existing up to that time was decentralized and supervised treatment of patients was initiated at polyclinics.

In 1977, based on the knowledge of the bacteriological properties of *rifampicina* compared with *Mycobacterium leprae*, it was decided to establish a control program that would help all victims from that time on.

### Venereal Diseases

In 1962, at the First Hygiene and Epidemiology Forum, the guidelines for the program to control syphilis in our country were outlined. The program was generally implemented and was the beginning of a true project of learning our epidemiological conditions.

In 1970, the incidence began to rise slightly and the need to revise the original program in order to point out more specifically and in greater depth what action should be followed became apparent. A new program was worked out based on social changes that had occurred in the country. In 1972, the new program went into effect. From that time on, the single VDRL serological technique was used nationally and the reagents needed to use it were made in a standardized fashion. Using graduate nursing personnel, the training of interviewers-surveyors began. The interviewers were rapidly incorporated into fieldwork, making it possible to go further with the epidemiological of these diseases.

The lack of adequate methods for the diagnosis of gonorrhea means that the greatest problem is the failure to diagnose cases, especially in women, making them the main carriers.

#### Malaria and Other Exotic Diseases

Previous to 1959, and despite the fact that notification of cases was very inadequate, there were thousands of known cases of malaria in the country, especially in the eastern region, an area where the disease is considered to be endemic. In 1959, activities aimed at eradicating it began in the country and this eradication campaign was maintained until 1968.

By 1962, the transmission of *Plasmodium malariae* had been halted. Actually, its spreading had been very restricted. By 1963, the transmission of *falciparum* and by 1967, that of *vivax* had been stopped. The last local case was diagnosed in 1967. In November 1963, the WHO granted Cuba the Elimination of Malaria Certificate. From the time the disease was halted, an adequate mechanism of supervision was maintained in the country making it possible to detect any cases brought in from the outside.

No native cases of schistosomiasis or filariasis have been reported, but cases brought in from the outside have been diagnosed.

Trachoma has been diagnosed in a number of foreign patients.

Considering the intensification of travel between our country and others considered to be areas where these diseases are endemic and because of the presence in our midst of ecological conditions that might give rise to their recurrence, the International Sanitary Control Center was set up in 1976 and later, in 1979, the Pedro Kouri Institute of Tropical Medicine was given an expanded role, assuming the functions of the International Sanitary Control Center. Its fundamental objectives are: to protect our people from native tropical diseases and prevent the introduction of other exotic illnesses; to cooperate in the fight against tropical diseases in underdeveloped countries; and to contribute to the development of biomedical sciences in general and tropical medicine in particular.

In 1968, the *Toxoplasmosis* laboratory was set up within INHEM and from that time on, it is there that diagnosis of the disease is made.

Beginning in 1980, the laboratory became part of the Pedro Kouri Institute of Tropical Medicine, which will continue to do the studies in a centralized manner.

In Cuba, there are no registered cases of infection in humans by *Mycobacterium bovis*.

Concerning arbovirolosis, INHEM began fieldwork in Havana Province and in the Zapata Swamp in 1965 to detect natural breeding grounds of some arboviruses.

In 1968, serological surveys began to be made in various provinces in the country in order to determine levels of antibodies in the rural population. In 1972 serological studies were extended to all provinces in the country, both rural and suburban, including dengue in the investigation. Field studies were intensified and studies were initiated on suspicious clinical cases in patients admitted to our hospitals.

In 1975 and 1976, serological surveys were made which showed that dengue is not an endemic disease or present in epidemic form. In 1977, matched serums were studied from patients suspected of having dengue because of serological reactions and the diagnosis was confirmed, for which purpose the culture and typing of the virus (type 1) were later done. In 1980, the INHEM arbovirus laboratory was moved to the Pedro Kouri Institute of Tropical Medicine, where national surveys and field studies helping to control arbovirolosis are done.

#### Zoonosis

In 1962, the first rabies control program began. Its basic activities included sanitation, canine vaccination, supervision of persons bitten and improved laboratory diagnosis. In 1979, the existing program was updated to take the current situation into account.

Rabies diagnoses are made at INHEM and in provincial hygiene, epidemiology and microbiology laboratories.

Serological tests and the isolation of *Brucella* are done in provincial hygiene and epidemiology laboratories, dating from before 1968, the date on which INHEM began to type samples sent by the different provinces.

In *Leptospiras*, the serological diagnosis and isolation as well as the classification of strains began in a systematic way in 1973 at INHEM.

Similar work is done only at the Holguin Province Hygiene, Epidemiology and Microbiology Laboratory.

In 1979, the Ministry of Public Health began to put together programs to control brucellosis and leptospirosis in humans. Since 1964, the Institute of Veterinary Medicine has been engaged in a program to eradicate brucellosis from animals successfully. This is not the case with leptospirosis.

Concerning the morbidity of chronic, noncommunicable diseases, information has been obtained on only part of them through limited research and surveys made for the purpose. The results of these studies show the following:

**Arterial hypertension:** It was determined that this is one of the most frequent chronic illnesses among persons over 15 years of age, affecting between 15.5 and 19.7 percent of the population studied. It was also determined that from 54 to 62 percent of hypertension victims do not use the health services because they are unaware of their disease or other reasons.

**Sugar diabetes:** It was established that 2.5 to 5.0 percent of the population studied had the disease. It was also observed that between 67 and 77 percent of those affected were receiving no treatment.

**Epilepsy:** It was confirmed that .6 percent of the sample studied had the illness and 56.5 percent of those were being treated. Of those patients studied, 34.9 percent neither go to school nor work and 31.1 percent are not fit to do so because of mental retardation.

**Asthma:** A national survey showed that the rate of occurrence is 10.4 percent in urban areas and 5.8 percent in rural areas.

Because of the high prevalence in school and working ages, one can understand its importance from a socioeconomic standpoint.

**Malignant tumors:** Between 1972 and 1976, the rate of mortality ascertained from the "national cancer register" was an average of 148.7 per 100,000 inhabitants annually, despite the inadequate reporting of the disease. The estimate based on data from the register increases the rate to 626 per 100,000.

We have summarized the preventive activities undertaken over the past 20 years in our country. This has enabled us to achieve a substantial reduction in mortality rates due to diphtheria, tetanus, whooping cough, polio, tuberculosis and rabies in humans, diseases that do not now constitute a health problem in our country.

The reduction in the incidence of measles is not as substantial, but it is known that in order to interrupt transmission of the disease, it is necessary to have over 85-percent immunization, a figure not yet reached.

In our country, acute respiratory diseases constitute a health problem that has gradually increased in recent years, both in terms of morbidity and mortality.

Acute diarrheal diseases, which are closely linked to the sanitary conditions in which the people live, should be less prevalent in the years to come as the advancing revolution enables us to resolve restrictive aspects that have had an effect in previous years.

Typhoid fever shows a definite downward trend, although not so marked. This disease has been both endemic and epidemic and its incidence has been influenced by epidemics almost always related to the quality of drinking water of the people.

Viral hepatitis was on the rise in the period analyzed. The agent causing the disease is a virus little known in the world, whence the scarcity of preventive means to control it.

It is hoped that with the execution of the new program, there will be a reduction in the incidence of leprosy. Within 5 years of the date on which it was launched, the program will provide significant data. Nevertheless, the evolution of the indicators of greatest epidemiological importance has been satisfactory. It can be observed that from a positive bacteriological test of 18.1 percent in May 1977, we have arrived as 8.7 percent in September 1979, with a positive morphological index of only .2 percent. This latter aspect points to an interruption in the transmission of the disease.

Since 1975 there has been a drop in the number of cases of syphilis as a result of the execution of the new program. Recent rates per 100,000 inhabitants are: 1974, 45.1; 1975, 42.9; and 1976, 37.2.

The number of cases of gonorrhea reported has increased in recent years, a situation that must be evaluated epidemiologically on a sustained basis since this disease is one of the main health problems in many developed countries.

In malaria, the trend shown by the number of cases reported in recent years is an upward one due to the marked increase in the number of travelers arriving in the country from areas where the disease is endemic. To a lesser extent but for the same reasons, cases of schistosomiasis and filariasis have been diagnosed.

Although the measures of epidemiological vigilance maintained have made the emergence of native cases impossible, it is important to point out the potential danger represented by the presence of ecological conditions that might start their propagation again among our people.

At the present time, there are only a few cases of dengue as a result of the epidemic from 1977 to 1979. However, our country is in a geographical area where dengue is endemic and its major carrier, the mosquito *Aedes Aegypti*, is present in great density throughout the territory.

Concerning meningococcal diseases, various factors not precisely defined have resulted in a rising rate of morbidity and mortality over the past decade, similar to what is occurring in different countries on nearly all the continents.

Many factors have helped reduce the rates of morbidity and mortality due to communicable diseases in the country and it can be stated that the improved standard of living of the people, the elimination of unemployment, the higher level of education and health awareness of the people and the elimination of malnutrition, factors that are an expression of the revolutionary transformation that has come about, have had a positive effect, as have the establishment of a National Health Service providing general coverage and the training and incorporation of medical and intermediate-level technical personnel prepared to deal with the prevention of communicable diseases.

In 1959, medical personnel began to specialize in epidemiology and these were the first courses taken abroad. In 1963, the departments of preventive medicine were set up, with courses in this area of specialization at the Havana and Santiago de Cuba medical schools, courses that would gradually be included in the programs of other schools.

In 1971, the training of specialists in epidemiology began in the country and there was already a great increase in enrollment in 1979. There are 34 residents at the present time.

Residencies began to be offered in Santiago de Cuba in 1979 and departments of epidemiology were set up in the Institute of Hygiene, Epidemiology and Microbiology and the Pedro Kouri Tropical Medicine Institute. The institutes of cardiology, endocrinology and oncology have specialized personnel to support the preventive activities underway in the field of these chronic, noncommunicable diseases.

Table I. Incidence of Principal Communicable Diseases in Selected Years (rate per 100,000 inhabitants). Cuba, 1965, 1970, 1975 and 1979

<u>Disease</u>	<u>1965</u>	<u>1970</u>	<u>1975</u>	<u>1979</u>
Diphtheria	3.0	0.1	0.0	0.0
Tetanus	6.6	2.6	0.7	0.3
Whooping cough	27.0	14.1	3.5	1.5
Polioyelitis	—	0.0	—	0.0
Measles	120.3	105.2	113.4	76.5
Tuberculosis	64.3	30.8	14.2	11.4
Acute respiratory diseases <sup>1</sup>		789.4	982.2	
Acute diarrheal diseases <sup>1</sup>		63.1	774.7	
Typhoid fever	3.1	5.0	4.0	1.8
Viral hepatitis	115.8	101.5	216.9	
Leprosy	4.3	3.9	3.6	3.6
Syphilis	30.1	7.3	47.6	43.2
Gonorrhea	9.0	2.8	47.0	100.8
Malaria	1.7	0.0 <sup>2</sup>	0.9 <sup>2</sup>	3.0 <sup>2</sup>
Rabies in humans	—	0.0	0.0	—
Meningococcal diseases	0.3	0.5	0.3	5.6

Source: National Directorate of Statistics

<sup>1</sup> Patients admitted. Figures for 1965 do not exist and those for 1979 are not available.

<sup>2</sup> Patients from outside the country.

At the present time, the country has 81 specialists in all and of these, only 38 are working as such. This points to the need for a policy of recovery those people.

It is important to point out the active participation of mass organizations, especially the CDR's and the FMC in the development of preventive activities from the very time the programs were launched.<sup>1, 2</sup>

#### Prospects for Development of Epidemiology

The country's prospective economic and social development in the coming years, along with the sustained improvement in the standard of living of the people, will make it possible for health indices to continue to approach those of countries with a much higher rate of development. Human, material and financial resources devoted

to the protection of health will increase and the material base of preventive action and care will be expanded. Advances in science and technology in the world and our country will offer new possibilities for meeting these objectives.

Preventive action, as the fundamental principle of socialist public health, must be further developed. It is the task of epidemiology to play a fundamental role in investigating causes of death among the population, forecast changes and, on a strictly scientific basis, work out epidemiological action aimed at: 1) continuing to reduce the number of deaths resulting from communicable diseases; 2) participating in programs of health care for noncommunicable diseases constituting the main causes of death in the country; 3) participating in the study and control of deaths resulting from violent causes such as traffic accidents, suicide and others; and 4) continuing the training and advanced training of specialists in epidemiology and improving the epidemiological knowledge given to medical students.

Specific tasks that must be undertaken immediately include the following: carrying out national programs drafted in 1979; international sanitary control, immunizations, rabies, leptospirosis and brucellosis, syphilis and gonorrhea; continuing to develop the new program to control leprosy; updating the existing tuberculosis control program; improving execution of the existing program for acute respiratory diseases, developing research in gonorrhea, which from the epidemiological standpoint will make it possible to make a more precise diagnosis as the basis for a program of control; continuing to develop the syphilis control program; carrying out studies aimed at learning important aspects of hepatitis in our country; seeking a solution for the drinking water problem and the disposal of waste; intensifying microbiological work, epidemiological studies and standards in the clinical-epidemiological handling of meningococcal diseases; going further with epidemiological actions aimed at intensifying microbiological, parasitic and virological research; improving activities connected with epidemiological control of malaria and other exotic diseases; paying special attention to health education activities contemplated among programs being carried out; stepping up work in the area of noncommunicable diseases through active participation of epidemiologists; continuing the training of residents in Havana City and Santiago de Cuba provinces and beginning such training in Camaguey; improving the epidemiological training given to students; developing courses for those specializing in epidemiology; and organizing the participation of mass organizations in the development of programs, in keeping with their possibilities.

Table II. Evolution, Current Situation and Prospects for Training in Epidemiology, Cuba, 1980

1959: Four Cuban doctors study the epidemiology of malaria in Mexico and Venezuela.

1961: Soviet advisory assistance is received for the training of Cuban doctors in epidemiology.

1962: One Cuban doctor takes courses in epidemiology in the USSR.

1963: The Department of Preventive Medicine is set up in the Havana and Santiago de Cuba medical schools, with epidemiology given the first year.

1964-1967: Fourteen Cuban doctors study in Czechoslovakia.

1971: Residency begins in Cuba at the Carlos J. Finlay School.

1976: Transfer of residency to the Health Development Institute.

1979: Residency transferred to the National Institute of Hygiene, Epidemiology and Microbiology.

#### Prospects

Continuing the training of residents in the Havana City and Santiago de Cuba provinces; beginning the training of residents in Camaguey Province; expanding the teaching of epidemiology for medical students; and planning advances courses for students specializing in epidemiology.

Table III. Epidemiologists in Cuba, 1972-1979

Year	No. Taking Examination	Passed	Total	Resident Training Center
1972	-	40	40	Carlos J. Finlay School
1973	5	2	7	Carlos J. Finlay School
1974	7	-	7	Carlos J. Finlay School
1975	1	3	4	Carlos J. Finlay School
1976	5	1	6	Health Development Institute
1977	3	-	3	Health Development Institute
1978	1	-	1	Health Development Institute
1979	13	-	13	National Institute of Hygiene, Epidemiology and Microbiology
Total	35	46	81	

Source: National Directorate of Postgraduate Study

Note: Date on which degree was issued was used.

Table IV. Residents in Epidemiology Being Trained, by Course and Province, Cuba, 1980

Province	Havana City			Santiago	Total
	Year 3	Year 2	Year 1	Year 1	
	Apr 80*	Oct 80*	Oct 81*	Oct 81*	
Pinar del Rio	1	1	-	-	2
Havana	-	1	3	-	4
Havana City	6	2	9	-	17
Matanzas	-	1	2	-	3
Villa Clara	-	1	-	-	1

Cienfuegos	-	-	1	-	1
S. Spiritus	-	-	2	-	2
Ciego de Avila	-	2	2	-	4
Camaguey	-	2	1	1	4
Las Tunas	-	1	-	1	2
Holguin	-	-	1	1	2
Granma	-	-	-	1	1
Santiago de Cuba	-	-	-	8	8
Guantanamo	-	-	1	1	2
Isla de la Juventud	-	-	1	-	1
Cuba	7	11	23	13	54

\* Date on which residency was completed.

Source: National Directorate of Postgraduate Study

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## INCIDENCE OF PSYCHIATRIC DISEASES, AID PROVIDED NOTED

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[Article by Alberto Clavijo Portieles, director of the Camaguey Psychiatric Hospital; Mario Valcarcel Novo, head of research of the Provincial Directorate of the Health Sector; Orlando Alonso Garcia, head of the Department of Research of Camaguey Psychiatric Hospital; and TS Martha Puente-Guzman, head of the Department of Psychiatric Social Work, Camaguey Psychiatric Hospital: "Incidence of Psychiatric Illnesses Based on Care Administered by Psychiatric Services of Camaguey," dated October 1976]

## [Text] Introduction

At the Ninth Congress of the APAL [presumably Association of Psychiatrists of Latin America] held in Havana in February 1977, we had the opportunity to present a study of psychiatric disorders based on needs met in the municipality of Camaguey. This article is a complement to that research.

Various authors have done epidemiological studies in psychiatry,<sup>2-5</sup> which have always been useful in planning human and material resources in public health in areas where they have been done. Consequently, this work is a collective effort of professors, professionals and technical personnel of our institution which aims to show, based on data for care administered, the distribution, volume and main characteristics of the incidence of psychiatric disorders in our different services that provide care.

## Objectives

General: To learn the incidence for one month of psychiatric disorders based on needs met in the municipality of Camaguey.

Specific: To learn the incidence based on the following classifications: age, sex, origin based on health care area, civil status, occupation, schooling, form of care and diagnosis.

Other objectives: To learn the incidence of psychiatric disorders depending on the diagnosis in every health area in the municipality of Camaguey; the different forms of care provided there; and to show the incidence and prevalence in one month based on diagnostic categories of the CC-1 [Cuban Glossary of International Classifications of Psychiatric Diseases] for the municipality of Camaguey.

## Material and Method

**Field of study:** All patients who for the first time requested specialized psychiatric care in the municipality of Camaguey over a period of one month. Care included that administered on an in-patient, out-patient and emergency basis.

**Methodology:** Planning the work took 6 months (April to September 1976) and execution required 27 months (October 1976 to December 1978).

The following resources were available:

1) human: one doctor with training in biostatistics, one intermediate-level technician in statistics, one technician in iconopathography, one artist and administrative personnel; and 2) material: identification sheets, psychometric tests, clinical histories and office equipment.

One hundred percent of all patients requesting care for the first time in October 1976 were studied (population over 15 years of age: 171,462 for 1976).

All personnel working on the research were instructed as to the proper application of the GC-1.<sup>6</sup>

The necessary conditions were set up in the municipality's hospital and polyclinics through coordination at all levels of administration.

In order to gather the information, a perforated card was set up containing the variables set forth in the specific objectives. Initially, these cards were filled out by the social worker, who questioned patients in order to gain general information and data on socioeconomic aspects and socioenvironmental conflicts. The cards were later given to the doctor, who proceeded to extract the necessary information obtained through the interview and psychiatric examination.

A card was filled out for every patient seen.

Cards were also kept for cases in which it was necessary to call upon guards or outside consultation in the period analyzed but these were added in only at the first place visited. In order to avoid duplication in the registration of patients, the cases were grouped and morning meetings were held on a daily basis with the entire service in order to go over the list of emergencies with those aided on an outside basis and vice-versa.

All patients were subjected to the HTP and the Bender [Gestalt] test and if necessary, in order to support the clinical diagnosis, the Wais verbal test was used to determine intelligence; 16 PF for personality disorders using the Machover and Cornell Index; Bender and Benton in organicism; In neurosis, the Machover, Cornell Index, Zung, Beck and Ipap; and in psychosis, the Machover, the test of similarities, the investigative test and the Rorschach psychodiagnostic test.

All the diagnoses were classified and codified by the same doctor trained for the purpose, applying the GC-1<sup>6</sup> in all cases.

The diagnosis was to be made during the first two weeks and when this was not possible, a consultation was set up with a team having greater experience in order to make the diagnosis.

## Results

During this study of the incidence of mental illness, we observed in one month that the distribution of patients seen oscillated between 61 (11.2 percent) for the Camaguey [Agramonte] area and 107 (19.7 percent) for the western area as the two extremes. However, when one considers native villages and towns and expresses the incidence in terms of every 1,000 inhabitants, one observes that the Camaguey area goes from last to first place, with 4.3 patients per 1,000 inhabitants, while the central area shows the lowest incidence, with a figure of 2.5 per 1,000. The four remaining areas had levels between 2.8 and 3.6 per 1,000. We believe that one must consider the facilities available among the variables that might affect these results. The rate of incidence for the municipality was 3.2 per 1,000.

The greatest incidence is in the age group between 20 and 34, with 40.9 percent of all cases. Patients over 64 had only 4.8 percent of the total, and the predominance of the younger population in the prime social and working age was obvious.

There were more women treated, with 61 percent of all cases and a rate of 3.8 per 1,000 inhabitants. The rate for men was 2.5 per 1,000.

Married people or people living together had 54.1 percent of the total. Nevertheless, it is interesting that 45.9 percent had no stable relationship when psychiatric care was sought for the first time. We have no data on this aspect but everything seems to indicate that among the adult population, the number of married persons or couples living together should be higher. We hope to pursue this matter further.

Some 63 percent of the newlyweds were working or in school when their clinical history was taken. Housewives made up 27.8 percent.

Some 58.4 percent of the persons studied had a sixth-grade or higher education. Illiterates made up 4.6 percent. The group between the sixth and tenth grades was predominant (43.6 percent).

The need to resort to guards in handling new cases was the rule: 54.5 percent and a rate of 1.7 per 1,000 inhabitants in one month.

Some 37.7 percent of the cases were seen on an out-patient basis the first time (1.2 per 1,000) and only 7.7 percent of the rest were hospitalized when the cases were registered (.2 per 1,000). This general need for handling new cases by security personnel pointed up the inadequacy of the basic level of care in the area at the time research was done in order to meet the needs of the population, which first of all resorts to our guards without going through the general practitioner at the polyclinic.

This is applicable to polyclinics with different types of care, meaning that the phenomenon must be evaluated with respect to meeting the mental health needs of the population at the most basic level of care.

We believe that improvements in the new type of community care will modify this situation.

The largest number of patients were diagnosed as suffering from neuroses, with 33.2 percent and a rate of 10.5 per 1,000 inhabitants. This diagnosis is followed by personality disorders (19.7 percent and 6.2 per 10,000 [sic]); mental retardation (15.8 percent and 5 per 10,000); situational reactions (12.7 percent and 4 per 10,000); and nonpsychotic organic cerebral syndrome (5.2 percent and 1.6 per 10,000), constituting the five main categories in order of frequency. They are followed by: functional psychoses and organic psychoses (6.8 percent and 2.2 per 10,000); psychosomatic disturbances and maladjustment. Finally, we also considered deferred categories and others, which only constitute a rate of 1 per 10,000 inhabitants. We also pointed out in the work on the prevalence of mental illness that neuroses, personality disorders and mental retardation are the psychiatric categories most frequently diagnosed in our country. Situational reactions occupy fourth place when we consider the appearance of new cases diagnosed in our mental health service during the period in question.

Depression predominates in our study, followed by anxiety and hysteria. Involuntary forms occupy fourth place. Other forms of illness scarcely appear in our survey.

Functional psychoses predominate over the organic (59.5 percent compared with 40.5). In one month, the group of reactive psychoses had a rate of .6 per 10,000 inhabitants, followed by new diagnoses of schizophrenia, with .4 per 10,000 and affective psychoses, with .2 per 10,000.

Chronic paranoid psychoses had a similar rate.

Organic psychoses considered on the whole had a proportion of .9 per 10,000 inhabitants during the month, basically resulting from arteriosclerosis, epilepsy and posttrauma.

Our adult population suffering from mental retardation was included in our psychiatric services with clear predominance of slight forms (74.4 percent) and borderline cases (14 percent). On the whole, mental retardation had an incidence in one month of 5 per 10,000 inhabitants. No new case of severe retardation was diagnosed and only one case of profound retardation was found.

Personality disorders showed a rate of 6 per 10,000 and are the most frequent form of hysteria, with a rate of 3.2 per 10,000 and over half of all cases. There were eight cases of paranoid personality (.5 per 10,000); four schizoids (.2) and two explosive personalities (.1). No cycloid personality was diagnosed. On the other hand, there were 33 cases in the "others" category, many of them diagnosed as passive-dependent.

Five cases of alcoholism were found, making a rate of .3 per 10,000.

Out of the entire group of these psychiatric categories, 95.3 percent corresponded to personality disorders and 4.7 to alcoholism. During the period studied, no new case of sexual deviation or drug dependency was diagnosed.

Situational reaction was the diagnosis with the greatest incidence in the psychiatric service during the period in question, with 12.3 percent of all new cases and a rate of 4 per 10,000 inhabitants. It is followed by depressive neurosis (11.9 percent and 3.8 per 10,000); slight mental retardation (11.8 percent and 3.7 per 10,000); anxiety neurosis (11.6 percent and 3.7 per 10,000); hysteric personality disorders (10.1 percent and 3.2 per 10,000); and hysteric neurosis (6.4 percent and 2 per 10,000), as the six most frequent subcategories.

If we consider personality disorders (COD. 301.5) and hysteric neurosis (COD.300.1) as a single diagnostic entity, hysteria would then occupy first place among new cases with 16.5 percent and a rate of 5.3 per 10,000 inhabitants.

These six subcategories are by far the illnesses that bring the most new cases to our offices, accounting for 64.2 percent of all cases and a rate of 2 per 1,000 inhabitants.

Staff handle 31.5 percent of all neurotics, 22.8 percent of the cases with personality disorders, 17.1 percent of those with mental retardation, 13.8 percent of those with situational reactions and only 5.4 percent suffering from psychoses. Of these, 3.4 percent correspond to functional and 2 percent to organic psychoses. Some 33.7 percent of the neurotics are treated as out-patients, while the percentage is 17.1 for personality disorders, 16.1 for mental retardation, 13.1 for situational reactions and only 3 for psychoses. Of these, 2.5 percent correspond to organic psychoses.

The incidence of hospitalization was 41.3 percent for neurotics, 10.8 percent for personality disorders, 6.5 percent for mental retardation, 4.4 percent for situational reactions and 32.6 percent for psychoses. Of these, 23.9 percent corresponded to functional psychoses and 8.7 percent to organic psychoses.

Most of the patients (new cases) were handled by staff, amounting to 54.9 percent of the total, while 36.7 percent were seen on an out-patient basis and 8.5 percent were hospitalized. In practically all categories, this predominant handling by guards was seen, with the exception of patients with psychosomatic disturbances, nonpsychotic organic syndromes, illnesses in the category of "others," where out-patient care was the most common, and with functional psychoses, 50 percent of which were admitted the first day they were seen. It is obvious that patients with illnesses such as neuroses and personality disorders should preferably be handled by staff when therapeutic possibilities are such that they should be seen as out-patients in their health areas. This should make us reflect on our manner of meeting the current needs for psychiatric care of our population.

Based on the line of our psychiatric care and considering the specific weight of the different illnesses, we have drawn up a prevalence-incidence index in which the numerator corresponds to the rate of prevalence and the denominator to the rate of incidence.

Through this index, we can observe that out of every 10.9 cases of organic psychoses, one is new.

Out of every 3.1 cases of neuroses, 3 cases of personality disorders, 3 cases of mental retardation, 2.8 cases of nonpsychotic SOC [expansion unknown] and 2.1 cases of psychosomatic illness, 1 was a new case.

It is striking that maladjustment, with 1.8, and situational reaction, with 1.5, were generally seen on a one-time basis, which demonstrates the acute and solvable nature of these categories. When we recall that in both cases, most were handled by staff personnel, then we observe that it is at that level that we were handling care for this interesting mental health problem. In general, out of every 3.1 patients seen in psychiatry, 1 was a new case.

### Conclusions

The rate of psychiatric illnesses, based on care administered for one month, was 3.2 for every 1,000 inhabitants in the municipality of Canagüey.

The health area with the highest incidence was Canagüey (Agramonte) and the central area had the lowest incidence.

The most frequent age groups seen among the new cases were those between 20 and 34. There was a clear predominance of young people in their social and working prime.

There were more women than men, in a proportion of 3 for every 2.

There were more married people or couples living together, which constituted over half of the cases.

A little over three-fifths were studying or working at the time of the research. Over one-fourth included housewives.

Most patients had gone to the sixth grade or beyond and from sixth to tenth grade was the average.

Most of the new patients were handled by the guards.

Neurosis was the most frequent diagnosis, making up one-third of all new cases.

It is followed by personality disorders, mental retardation, situational reactions and nonpsychotic cerebral organic syndromes.

Depressive neuroses were predominant, followed by anxiety and hysteria.

Functional psychoses were most frequent than the organic, although reactive psychoses constituted a majority.

Slight mental retardation included three-fourths of this category. No new cases of severe or profound retardation was found.

Hysteria was the most frequent variety of personality disorder, with over half of the cases. Only five cases of alcoholism were detected. There were no cases of sexual deviation or drug addiction.

Situational reactions constituted the most frequent specific diagnostic subcategory, with almost one-eighth of all cases. It is followed by depressive neurosis, slight mental retardation and anxiety.

If one adds personality disorders hysteric and the hysteric neurosis to the diagnosis of hysteria, then it —ld occupy first place among all new cases, making up one-sixth of the total.

Nearly one-third of the new patients seen by the staff are neurotics and a little over one-fifth have personality disorders.

Neuroses and personality disorders are also the most frequent categories in patients seen on an out-patient basis and those hospitalized.

Nearly one-third of those hospitalized are psychotic and the so-called paranoid psychoses predominate.

Over half of the new patients are seen by the staff and something over one-third are seen as out-patients.

Half of the patients with functional psychoses diagnosed for the first time were admitted.

Out of every 3.1 patients seen in psychiatry in October 1976, 1 was a new case. The extremes were the paranoid psychoses, with a proportion of 10.9 patients handled for every new case, and the situational reactions, where 2 out of every 3 were new cases.

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CSO: 3010/1196

## BRIEFS

EDUCATION NEEDS STUDY--Roseau, Dominica, 19 May, (CANA)--A four-man World Bank and United Nations Education, Scientific and Cultural Organization (UNESCO) team has arrived here on the first leg of a tour of the less developed countries (LDCS) to carry out an education sector study. The study was suggested by Saint Lucia and Dominica. It is expected to provide information on various needs in Caribbean education. Dominica's education minister, Charles Maynard, said that the study "will also be used to approach international agencies for funding of various developments in education." Mr Maynard said that a report on the team's findings will be made available to the islands by October. [Excerpt] [FL192246 Bridgetown CANA in English 2052 GMT 19 May 81]

CSO: 3025/1012

## BISHOP DISCUSSES PROGRESS OF REVOLUTION

Havana VERDE OLIVO in Spanish 5 Apr 81 pp 14-15

[Report on interview with Grenadan Prime Minister Maurice Bishop, by Bienvenido Rojas, during festivities marking anniversary of Grenada's revolution]

[Text] Maurice Bishop, prime minister of Grenada, in an interview with VERDE OLIVO during the festivities celebrating the second anniversary of the Grenadan revolution, characterized as very tense the present situation in the Caribbean and Central American area.

He also denounced the vile propaganda campaign of the imperialist press and the economic boycott being carried on by the Western powers in an attempt to destabilize the revolutionary process taking place in his country.

He alluded to certain governments of the area which are playing the imperialist game in their policy of isolating the Grenadan people.

"They have tried to block a multilateral rapprochement with our country. They have tried to hinder Grenada's plans in the Caribbean as well as any financial aid. For example, during the recent hurricane which lashed the Caribbean and caused severe damage in Santa Lucia, Dominica and Grenada, aid was requested from the international organizations which finance the banana industry. Great Britain, on that occasion, said flatly that Santa Lucia and Dominica might receive that aid, but that it could not be given to Grenada under any circumstances. We protested, but the 'divide and rule' slogan influenced the rest of the Caribbean countries, and we did not obtain that financial aid."

The leader of the Grenadan people gave a detailed account of the political situation in this part of the world.

"At this time there is much tension in this area of the Caribbean. The U.S. Department of State is starting up a very warlike campaign in this region. This policy, I believe, is dangerous, not only for the Caribbean, but also for other parts of the globe where the United States also has interests." Bishop made very clear the position of the Grenadan Government toward the imperialist threats, pressures and blackmail: "I believe that the countries of the Caribbean have the right to take any measures they consider necessary to defend themselves against this aggressive policy."

The Grenadan prime minister unmasked the campaign with which the administration of Ronald Reagan is trying to equate his reactionary terrorism with the struggle of the peoples for national liberation.

Maurice Bishop flatly and energetically stated the position of the Grenadan Government in that regard. "That policy is completely unacceptable to us. In pointing out all those countries as terrorists, the United States is paving the way for future military intervention in those nations."

He revealed some data concerning the publicity campaign being orchestrated by the U.S. mass communications media to confuse the American people. "We know about the big propaganda campaign being launched against the progressive countries right now in the United States. There are sectors of that country which link the internal crisis of that great power with the international situation. I have recently read in U.S. newspaper editorials that there is an economic crisis in the United States because of El Salvador, of Cuba and of Grenada. This creates a dangerous situation."

In his analysis Bishop emphasized that the entire world knows that the causes of the current economic crisis in the United States are radically different from what is suggested by the proimperialist U.S. press. He said the Reagan administration is using that policy to create an opinion among the American people which is opposed to the peoples' struggles for liberation. "In that way," he said, "they are trying to get some of the people to support U.S. military intervention in the revolutionary and progressive countries of the Caribbean."

Touching on the situation in El Salvador, the Grenadan leader alluded to the great offensive launched in January of this year by "the freedom fighters," and he argued that "the Western mass media tried to picture these actions as a struggle between the extreme left and the extreme right. That, of course, is not true; the truth is that the Salvadoran people are fighting for their national independence against the genocidal Christian Democratic military junta."

He pointed out that at this time U.S. aid to the genocidal junta has reached \$45 million dollars. "This is not going to help El Salvador's political development. This financial aid will prolong the struggle of the Salvadoran people for their independence, but in spite of that, the people of that country will be crowned with victory."

Later, he resumed the topic of the current development of the revolutionary process in Grenada, and he said that in spite of the imperialist conspiracy against his country, the Grenadan Government maintains good relations with many of the nations of CARICOM and is concluding treaties with several Caribbean organizations.

He emphasized relations with the people and government of Canada, whose position differs substantially from that of the U.S. administration.

"If a country decides to invest in Grenada," he emphasized, "we study the proposal, and if it seems just for our people, we accept. We see what benefits there are for each country. Here there is a very great difference between the positions of Canada and the United States. The Washington government traditionally has been willing to apply a policy of military force to support the right of its trans-nationals to exploit the peoples."

During the interview the Grenadan prime minister emphasized the assistance given his country by the Cuban Revolution. "The Cubans have been involved in several areas of work in our country. The greatest amount of aid is in the construction of the international airport. Cuban aid to Grenada comes mostly in the form of international brigades which not only work, but also train Grenadan people in the use of various technical equipment."

He also mentioned Cuba's assistance to Grenada in the fields of health, education and the fishing industry. He said that with the arrival of the Cubans, the number of doctors doubled compared with what it had been prior to the victory of the revolution. The Cuban Government has delivered to Grenada several ships for its fishing industry and established a school to train personnel in that field. The Cuban presence has also made itself felt in education, and they are contributing advice in several areas in that sector. He spoke of the progress of the Grenadan revolution and emphasized that at this time the country is trying to ensure, insofar as possible and as rapidly as possible, the development of the democratic process. He stressed the training of the people as a basic aspect of bringing the masses together. "We must organize the masses in order to be able to govern, to control the country's economic situation and to stabilize the revolution," Bishop stated. He mentioned the appearance in Grenada of several people's organizations whose work is meritorious and a substantial contribution to the government. "We already have the embryos of these organizations. One works voluntarily on Sundays; another works in its free time to discuss national and community problems, and we see this as a potential. We have communities which discuss problems of education, which take charge of repairing the school buildings. This has saved us nearly 2 million dollars. For us this is a large sum of money, and these organizations have made it easy for the people to be able to pay for the education their children are receiving. Another policy we are developing is aimed at the creation of organizations to control health and medical attention, or to oversee the problem of public health in its entirety; that is the kind of system we are establishing in Grenada, a centralized system."

Prime Minister Bishop added: "We are constructing three hospitals at this time, and money earmarked for the people's health occupies a prominent place in the country's budget." He emphasized that in this sense the organizations are also making an outstanding contribution. "These organizations have become an efficient mechanism for democratizing Grenada. We have women's, as well as union and youth organizations."

Asked how the institutionalization process in his country is going, Bishop replied: "We are not attempting to create an artificial structure, and we have not set ourselves any time limit. We will use our experience with these organizations to develop a theoretically stable and democratic process. For us, experimentation is of great value, and we know that institutionalization will arrive one way or another."

In spite of the imperialist conspiracy, the Grenadan revolution is proceeding, unhampered, to achieve the most noble and just aspirations of its people.

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CSO: 3010/1213

## LOUISON URGES INVOLVEMENT IN AGRO-INDUSTRIAL THRUST

FL181856 Bridgetown CANA in English 1723 GMT 18 May 81

[Excerpts] St Georges, Grenada, 18 May (CANA)--Grenada's Education Minister George Louison has urged youths here to become fully involved in the government's agricultural and agro-industrial thrust to help pull the economy out of the doldrums. Addressing the annual convention of the Catholic Youth Organization held yesterday, Mr Louison warned the delegates that mankind was living in a world suffering from an economic recession.

"If we look around we can see that countries like ours which produce raw materials have been taking a great beating on the world markets over the past 2 years. In fact, the prices for our products have been going down steadily on the world markets because of the economic recession," he added.

Mr Louison said because of the economic recession, Grenada was finding it difficult to obtain foreign exchange. Noting that the prices of the country's traditional export crops (cocoa, nutmegs, and bananas) dropped from 56 million (EC) dollars (EC dollar: 37 cents US) in 1979 to 44 million (EC) dollars in 1980, Mr Louison said Grenada had little or no money to spend. "We want you as young people to recognize and to understand that because of the world prices our economy is in serious trouble," he added.

The Grenadian minister also warned the Christian youths of an emerging food shortage facing countries particularly in the Third World. He said that such was the magnitude of the situation that "countries like ours would have to pay much more for the food we import from overseas."

He said too that the Grenada Government was concerned about the shortage of the skills necessary to take the country out of its present difficulties. He urged youths to prepare themselves to acquire the new skills to be introduced, with a view to easing Grenada's current problems.

CSO: 3025/1012

## TOURISM ECONOMIC MAINSTAY DESPITE MARXIST IDEOLOGY

Caracas DIARIO DE CARACAS in Spanish 10 Apr 81 p 18

[Article by Eduardo Perez Iribarne]

[Text] St George's (AFP)--Despite the Grenadan Government's Marxist ideology, the island continues to depend on luxury tourism for its main source of income. The Punta Salinas airport is the revolution's big project.

Grenada, a traditional spice island in the Caribbean, has become a Pandora's island in which armed militia coexist with luxury tourism and private property with the government's Marxist ideology. Groups of armed civilians with antiquated rifles patrol the island "to defend the revolution" led by the prime minister and head of the New Jewel Party, Maurice Bishop.

On 13 March 1979, Bishop headed a successful coup d'etat against the then prime minister, Eric Gairy, and began what the Grenadans call "the time of change."

## Militia for Peace

Gairy, according to stories told by revolutionaries and independents in this island of 270 square kilometers' area and 110,000 inhabitants, exploited his political position more for personal gain than for the benefit of the people, and at present is leading a gilded life of exile in the United States.

According to repeated official statements, "the militia is the guarantee of preserving the peace and stability of the country, building the economy and defending the many achievements of the revolution."

"Free and universal education and better standards of living for all the people, particularly in health, sports and culture," are objectives of the Grenadan revolution, which still has the support of the majority of a people who have no industry, for whom basic services are lacking and who live primarily from tourism and agriculture.

The government has designated 1981 as "The Year of Agroindustry," and is trying to increase sugar production, with only one sugar mill currently in operation, as well as the production of bananas and the well-known spices, in addition to cocoa.

Food exports in 1980, according to official data, generated some \$22 million.

But what is truly important, what is "extraordinary," according to a statement made to AGENCE FRANCE PRESSE by a government official, Kamau McDermotte, director of Radio Grenada Libre, is tourism.

#### Tourism

The only industry in Grenada is the tourism industry, in spite of the charges made about the impact of the revolution "by antirevolutionary propaganda against us by some newspapers in the United States and Europe," Government officials explain.

Great Britain is the chief buyer of the island's food exports, and West Germans make up the majority of tourists, followed by Americans, according to officials of that branch.

"Be a friend of your people and join the militia," proclaim the highway billboards in red letters.

The Bishop government seeks the permanent mobilization of the people through revolutionary slogans, but the private business consortiums are still there, and the so-called traditional firms, like Browner, Hubbards and others, continue to keep their offices open and in constant operation.

The telecommunications enterprise is foreign and private, as is the electric power industry, which supplies power to two-thirds of the Grenadan people. The revolution emphasizes that "the entire tourist industry is in private hands, and the revolution is interested in seeing it grow for our development." St George's lives in the provincial tranquillity typical of a city of 25,000 inhabitants, surrounded by a broad bay which serves as a natural harbor. Caribbean cruisers arrive here several times a week with their loads of tourists, most of whom are middle-aged.

#### Official Press

There is no problem with religious practice in the country, and Catholics--who are in the majority--Anglicans and other Protestant churches carry on their activities in normal fashion, with reduced public attendance.

The two island communications media are in the hands of the government: Radio Grenada Libre and the weekly paper, *INDIAS OCCIDENTALES LIBRES*, which is published on Saturdays.

The highways are paved, but they are in poor condition because the previous administration ignored public service, according to the present administration.

Grenadan university students study in Cuba, Trinidad-Tobago, Barbados, Kenya or Tanzania, since Grenada has only one technical medical school, with no other higher education courses.

The big revolutionary and national project is the construction of the Punta Salinas international airport, begun 18 months ago with Cuban help and where at present 90,000 cubic meters of earth and stone are moved per month.

Three hundred Cubans and 160 Grenadans work there in two shifts, from 0700 hours to 1800 hours and from 1900 hours to 0300 hours, [and hope] to finish it in the European Economic Community grants a special credit of 42 million dollars in 1983.

Cuban technology and Soviet machinery have created some touchy situations in the island and overseas concerning the future fate of this big project by the sea.

Grenada is receiving Cuban aid not only for construction of the airport, but also in the field of health, and in other Caribbean nations, Prime Minister Bishop is considered pro-Castro.

There are political prisoners in the prison on St George's bay, but the people say they are not the object of political repression by the government, although no independent communications media exist in this Pandora's island, where one can find Marxist spices, capitalist tourism, Caribbean poverty and wishes for a better future for its inhabitants.

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CSO: 3010/1213

## CHRONICLE SCORES VENEZUELAN CLAIM TO ESSEQUIBO REGION

FL152250 Bridgetown CANA in English 2226 GMT 15 May 81

[Text] Georgetown, Guyana, 15 May (CANA)--The state-owned CHRONICLE newspaper has accused Venezuela of having double standards--of launching a campaign against Soviet expansionist policies, while trying to absorb five-fifths [as received] of Guyana. The claim was made in an editorial in which the CHRONICLE looked at the implications of the visit to China by Venezuelan President Luis Herrera Campins.

"President Campins is scheduled to travel half-way around the world--he may take in India and Japan too--to raise his voice about expansionism, while right on his border his government...contemplates expansionism..." the newspaper said.

According to the CHRONICLE, Venezuela had used tones "loud and clear and hostile" in "pressing its ridiculous claim to a vast expanse of land across its borders--land which makes up most of the sovereign territory of Guyana."

The paper described President Herrera Campins China trip as a "devil's ride."

The editorial came in the midst of a Caribbean tour by the Venezuelan ambassador to the Organization of American States (OAS), Dr Hilarion Cardozo. Dr Cardozo visited Suriname, Trinidad and Tobago, Barbados, Grenada and Jamaica to explain the Venezuelan long-standing claim.

The Guyana newspaper said that the Venezuelan diplomatic initiative among the Caribbean countries was aimed at "trying to hoodwink them into believing that Guyana's Essequibo territory, against which it has expansionist designs, is its very own."

The paper added: "What Venezuela does not appear to realize is that the more it tries to press its specious claim the more it is likely to offend the sensibilities of honorable nations, especially those whose eminent sons graced the international commission that decided the arbitral award to Venezuela's satisfaction some 94 years ago." It continued: "To accuse those gentlemen of conspiring to defraud Venezuela is to slander maliciously the very countries to which they belonged."

CSO: 3025/1012

## BRIEFS

OPEC FUND LOAN--Georgetown, Guyana, 12 May (CANA)--Guyana has been granted a 10-million dollar (US) balance of payments support loan from the Organization of Petroleum Exporting Countries (OPEC) fund for international development, the official Guyana news agency has reported here. The agency said the loan agreement was signed in Vienna recently by Guyana's vice-president for economic planning and finance, Desmond Hoyte, and Mr Mahsoun Jalal, chairman of the fund's governing body. Under the agreement, the government here may use the loan proceeds to import capital goods, spare parts and inputs required for agricultural and industrial production as well as foodstuffs and other essential consumer goods, the agency said. The loan is the fifth to be extended by the fund to Guyana which previously benefited from a project and three balance of payments support loans amounting to 12.6 million dollars (US), the agency added. The loan is interest free, with a service charge of 0.5 percent per annum and has a 10-year maturity including a 3-year grace period. [Text] [FL122031 Bridgetown CANA in English 2017 GMT 12 May 81]

GRANT FROM IDB--Bridgetown, Barbados, 15 May (CANA)--Guyana is getting a 250,000 U.S. dollar grant from the Inter-American Development Bank (IDB) to finance a study of alternative solutions to the country's transportation problem. The study will analyze the problem posed by the lack of adequate port facilities and other impediments to the expeditious flow of imports and exports and to recommend alternative solutions, an IDB release said. Guyana does not have an adequate means of importing and exporting commodities essential to the country's economic and social growth. A wide sedimentary bar extending several miles from the coastline limits the draught of ships entering or leaving the country's four ports--Georgetown, New Amsterdam, Linden and Eve Ton--to 19 feet at hightide. The total cost of the project is estimated at 300,000 U.S. dollars. The bank's technical cooperation will cover 83.3 percent and local sources the remaining 16.7 percent. [Excerpts] [FL151745 Bridgetown CANA in English 1701 GMT 15 May 81]

CSO: 3025/1012

## BRIEFS

NEWSPAPER STRIKE OVER--Kingston, Jamaica, 14 May (CANA)--Jamaica's main morning newspaper, THE GLEANER, reappeared today after a 6-day absence because of a strike by the company's production workers. The staffers industrial action was to protest the company's firing of a press room employee who came into conflict with his supervisor over the signing of a clock-in card. THE GLEANER's sister publication, the racy evening tabloid, THE STAR, reappeared yesterday. [Excerpt] [FL141745 Bridgetown CANA in English 1710 GMT 14 May 81]

MONA CAMPUS WORKERS STRIKE--Kingston, Jamaica, 14 May (CANA)--More than 600 non-academic workers at the Mona Campus of the University of the West Indies (UWI) here were today in the second day of a strike over pay. The employees, represented by the University and Allied Workers Union (UAWU), are attempting to press the university to increase its offer of 9 percent in the first year and 10 percent in the second of a new labor contract being negotiated. In addition, they want the university to agree to a 3-year contract rather than a 2-year agreement. The UAWU has meanwhile complained that picketers were yesterday harassed by the police, though other reports said that the strikers had attempted to intimidate students. [Excerpt] [FL141745 Bridgetown CANA in English 1716 GMT 14 May 81]

MINISTER'S STATEMENT ON EDUCATION--Kingston, Jamaica, 16 May (CANA)--Jamaica's Education Minister Pearnel Charles has stated that the education system is not placing enough emphasis on hard work and producing people who are dedicated to the country's development. Mr Charles warned students that there was no substitute for hard work in rebuilding the country's economy. And he chided those who believed that labor was degrading, as well as those who joined the rural-urban drift hoping for "easy work and easy money." The minister also hit out at people who migrated seeking "an easy life up north rather than staying in Jamaica to help to rebuild the country." Mr Charles said that it would be "a good experience to have more students wet their feet in the world of work before continuing their education." [Text] [FL161304 Bridgetown CANA in English 1252 GMT 16 May 81]

CSO: 3025/1012

## BRIEFS

**BUDGET SEMINAR--**Mexico City, 26 May (NOTIMEX)--Budget deficits can be necessary to maintain stable and constant economic growth, but continued higher deficits can become an inflationary factor. This has been noted by Isamu Miyasaki, deputy minister of the Japanese government's agency for economic planning, who presented the budgeting experience of his country at the 10th seminar of the Inter-American Budget Association being held here. He emphasized that to preclude this, public revenues can be increased by raising interest rates, cutting the issuance of money or increasing efficiency in projects, or by some combinations of these actions. Isamu Miyasaki stressed that any one of these alternatives will affect directly or indirectly the formulation and implementation of economic development plans and monetary policy of a country. He commented that if the public sector grows unduly as a result of budgetary subsidies to existing projects, the activities of the private sector and management of the economic market are weakened. In the face of such a situation, urgent administrative reforms are required to stabilize economic growth, but this does not mean that the public sector, because it is smaller, is the best, he added. Lastly, he explained that due to the extraordinary budgetary deficiencies caused by a structural gap between revenues and expenditures, the adjustment in transactions is the responsibility of national monetary policy. [Text] [FL262114 Mexico City NOTIMEX in Spanish 2053 GMT 26 May 81]

**NEW CONTACTS URGED--**Mexico City, 26 May (NOTIMEX)--Latin America has no other choice but to separate its growth rate from those of central capitalist economies and to seek new contacts with the rest of the Third World in order to receive the incentives of new demands for its products. Gonzalo Martner, UN director of planning, programming and evaluation, has made the warning here as participant in the 10th seminar of the Inter-American Budget Association which opened in this capital today. He asserted that the Third World finds itself in a unique historic position in the 1980's decade since it can begin by using its own resources and financial activities in the "[words indistinct] new form of recycling petrodollars." He said it was necessary that developing countries which want to strengthen current subregional and regional integration plans undertake subsequent actions by means of establishing adequate coordination mechanisms at the inter-regional level. It is also urgent, (he said), that a permanent inter-regional mechanism be established through which member developing countries can exchange experiences and promote trade and cooperation. Lastly, he said that the implementation of a strategy based on collective trust would create new interest in the development of new budgetary planning and programming techniques, thereby revitalizing the reforms undertaken in this field in Latin America. He indicated that a political will to advance is essential for the re-emergence of this trend for improved budgetary and fiscal techniques. [Text] [FL262208 Mexico City NOTIMEX in Spanish 2103 GMT 26 May 81]

## BRIEFS

PLP LEADERS CALL--Castries, St Lucia, 20 May (CANA)--St Lucia's newest opposition political party, launched Sunday by three breakaway cabinet ministers, today staged an anti-government demonstration through the capital, Castries. The top brass of the new Progressive Labor Party (PLP), leader and ex-foreign minister George Odium, his brother Jon and former cabinet colleague Michael Pilgrim, used loudspeakers to shout slogans calling for the removal of the Winston CENAC administration. Police mingled with the crowd--about 1,000 strong--and stood guard at vantage points around government headquarters. The PLP leaders said all democratic measures would be used to unseat the government. George Odium, who since December 1979 tried in vain to take over the leadership of the ruling St Lucia labor party (SLP), said the next test for the administration comes Tuesday, when a second attempt is made to get parliamentary approval for the 1981-82 national budget. The only incident reported this afternoon came when police took into custody two men, said to have been carrying concealed weapons. The men were picked up in the city center after the marchers went by. [Excerpts] [FL202355 Bridgetown CANA in English 2338 GMT 20 May 81]

CSO: 3025/1012

## RAFAEL TUDELA'S INFLUENTIAL ROLE IN OIL BUSINESS DETAILED

Caracas RESUMEN in Spanish 15 Mar 81 pp 17-27

[Article by JS/EP/MMO: "An Exceptional Venezuelan: The Phenomenal Tudela"; followed by unattributed biographical sketch; then by editorial epilogue]

[Text] Rafael Tudela has become one of the most successful and influential Venezuelans in International oil circles. Audacious, yet cautious, Tudela accomplished business feats that make of him virtually a legendary figure. His story, in part, follows.

Rafael Tudela's sunlit office, atop one of the towers of the Centro Plaza, is like the eye of the storm: The stupendous, inviting decor that surrounds the visitor hardly conceals the controlled haste that pervades the entire suite.

It is almost impossible, though through no fault of his own, to sustain a conversation with Tudela in the intimacy of his office. If it is not one of the three secretaries (who are on duty full time), who are constantly entering and leaving his office with telex messages or urgent reports, it is the insistent ringing of the telephone that interrupts every exchange of words. But despite these constant bothers, Tudela never abandons his cordiality, which makes even the most total stranger feel like an old friend...the only exception being when these telephone interruptions are business calls.

When one of these calls comes in, his cordiality turns to ice, his eyes become veiled, and his face shows the deep-drawn tension lines of that of a chess master warding off a checkmate by his adversary. These calls almost always originate in Houston, New York, Paris, Madrid, Tokyo, perhaps even in the Middle East, and involve transactions worth millions of dollars; but even then, his decisions are taken in a matter of minutes and with no wasted words.

Who is Tudela?

Many Venezuelans are acquainted with Tudela through his political activities, as an independent deputy in the COPEI [Social Christian Party] grouping in Congress, and through his frequent appearances in the society pages of the newspapers and magazines. Few, however, are aware that Tudela is also one of the most successful

and internationally influential Venezuelans in business matters, and that his business interests cover the entire world, even penetrating into Soviet bloc countries such as Romania and the USSR.

Tudela is one of the world's most outstanding independent oil brokers. His bold transactions have earned him the unanimous respect of the other 600 brokers in this field, who traffic in oil in the Rotterdam "spot" market. Likewise, his creativeness in doing business under impossible conditions has elevated him to the status of a "national asset" in countries like Spain and Argentina.

Even so, when "Hideca" celebrated its 15th anniversary in Houston last November, an event that attracted the attention and the presence of diplomats, political leaders and executives from all parts of the world, it passed practically unperceived in Venezuela. Tudela admits that Hideca, the parent company, should have made a greater effort to underscore in Venezuela the importance of this event; after all, the Venezuelans created and own the largest Latin American private company in the oil sector merits national recognition.

Although he does not say so publicly, Rafael Tudela's approach toward business and toward life itself reflects his longstanding fascination with chess. His transactions often reflect the moves of the ancient game. Let us consider the following example--the first oil transaction brought off by Tudela, toward the end of the 1960's:

#### Argentine Billiards

Tudela was 34 years of age and was manager of Tempex, a company formed to produce automobile windshields as well as glass for other commercial and industrial uses. The company was prospering and in a phase of expansion, but its manager was not happy, as his real ambition was to become involved in the oil business, where he could put to use his talents and knowledge of the field.

In 1966, Argentina announced a request for bids to buy approximately \$17 million of butane and propane. Tudela knew--he had previously worked with Creole Petroleum and, besides, he had contacts in the oil industry--that there were abundant supplies of both gases in the world. He, however, had neither the funds nor the means of shipping those gases. One week before the opening of the bids, he flew to Buenos Aires, empty-handed but exceedingly clear-headed.

Surveying the situation, he quickly tumbled to the fact that the summit officials of the Argentine government were faced with a grave problem: an enormous surplus of frozen beef, for which they could find no export market. When the bids were opened, all prices were quoted in currency, with one exception: Tudela's bid, which offered to accept the beef in payment for the butane and propane he offered. His bid, as was to be expected, created a furor among his competitors. The big oil companies that had taken part in the bidding lost no time and spared no effort in mounting a campaign to discredit the brash neophyte. "They said I had no experience in trading, that I had neither the butane nor the propane, that I knew nothing about meat or about transporting it in ships, and that I had neither money nor capital backing," recalls Tudela, "and they were right!"

What he did know, however, was that Spain was an importer of Argentine beef, and that the Spanish government was trying to cope with the sharp decline in worldwide maritime activities, which had caused the laying off of thousands of Spanish shipyard workers. He flew to Madrid to submit an innovative offer to friends he had in that government: If Spain would accept payment in Argentine frozen beef, Tudela would order the purchase of a \$11 million, 100,000-ton tanker.

Intrigued by this bold offer, the Spanish government agreed to sign agreement-in-principle with Tudela and ordered its ambassador in Buenos Aires to obtain a similar arrangement from the Argentines for the butane/propane contract. In this way, Tudela got the elements he most needed: the confidence of the Argentine government...and a ship.

Tudela was awarded the contract, but his problems were just beginning: Upon his return to Spain, the shipbuilders demanded a down payment of \$1 million for the tanker plus a signed contract to show that the ship would actually transport some merchandise. With full aplomb, Tudela signed a contract with them accepting these conditions and took the next flight out to the United States, where he had contacts in the Sun Oil Company of Philadelphia. Mr Vincent Verdiani, a high official in Sun Oil, remembers Tudela as "an unknown in the oil business...with many innovative ideas." Sun Oil decided that the effort was worth the risks and awarded Tudela a 7-year charter contract, with option of renewal for an additional period of 10 years.

Document in hand, Tudela returned to Spain with Charles Boyle, Sun Oil's vice president of transportation. The deal was struck and Tudela returned to New York, where he obtained a loan from the First National City Bank to buy the tanker, using the Sun Oil charter contract for the same tanker as collateral. Months had now gone by, but his problem was still not resolved: The transporting of butane and propane is a highly specialized skill and an extremely dangerous undertaking that requires small pressurized ships or large refrigeration tankers. Tudela was hoping to charter such ships to haul his butane. But one of the tenderers in the Buenos Aires bidding (which had been won by Tudela), was also a shipper and, out of resentment, undertook to block Tudela's efforts. Wherever Tudela turned, he found locked doors. He had the contract, the beef had been delivered and paid for with a ship, but he could not deliver the butane for lack of a ship.

He decided to fly to Norway, where he had heard there were ships available for chartering. There he found an independent shipowner with a ship that was available but not large enough to transport the complete butane/propane contract.

Nevertheless, he chartered it. Finally realizing that Tudela meant business and that he had no intention of losing, and fearful themselves of losing juicy profits as shippers, the companies that had previously rejected Tudela's offers, now, under the pressures of competition, began caving in to win the contract with Tudela. More than 9 months had gone by and Tudela himself admitted to us that he was by then on the verge of complete exhaustion with the entire deal... But he took in a profit of \$2 million. The oil brokers still remember and comment on this bold and complex transaction, brought off solely through Tudela's unflagging determination, and his intelligent acceptance of any and all risks for the sake of achieving his longstanding ambition to make his way in the international world of oil.

## How An Empire Is Built

In the 15 years since that first business deal, Rafael Tudela has presided over the creation of an international conglomerate with interests in ships, insurance companies, tourism, hotels, agriculture, marketing, primary consumer goods, industrial refrigeration activities, air transportation, security services and banks. Hideca currently has representative offices in all the large cities of South America, and of course Mexico, New York, Paris and Madrid, as well as in Asia and the Middle East. Its center of operations is in Houston, but its motor and nerve center is Tudela wherever he may be, whether aboard one of his private jets, or playing chess...

Oil remains his principal activity. Ironical though it seems, Hideca has handled very little Venezuelan oil. Over the past 8 years it has handled absolutely none, and of the total volume handled by the company, only 8 percent was produced in Venezuela.

Tudela attributes this to an old and mistaken Venezuelan attitude, which prohibits Venezuelans from sharing privately in the Venezuelan oil industry. This harmful criterion, which reached its zenith with the signing of Decree 1225, is fortunately beginning to change, Tudela tells us; he untiringly labels this decree "unconstitutional." The harm this decree has wrought on Venezuela is enormous. Before the nationalization, Tudela recalls, "a strong movement was under way to bring Venezuelans into and involve them in oil-related matters. Many Venezuelan experts formed dozens of service companies in anticipation of a major boom in that sector of industry immediately following the nationalization."

Decree 1225, however, dashed all these aspirations to the ground. In essence, it provides that "only foreigners may provide service to the oil industry," and the important technology transfer that was on the verge of taking place failed utterly to do so. This destructive and negative philosophy had its origin during the Gomez regime, when the family and associates of the dictator made vast fortunes by obtaining concessions which they then sold to the transnationals. Today, when Venezuela, as an oil producer, is more than ever in its history dependent upon foreign technology and services, its government and political leaders of all parties are becoming aware of the damage they have done, and are moving slowly toward a solution of this injustice.

Meanwhile, "younger" producing countries, such as Mexico and Argentina, have developed very secure and strong private oil companies. The chances are, however, that Venezuela will never recover the lost years of experience, represented by the hundreds of engineers and technicians who have gone out of the oil business and industry or, worse yet, have left Venezuela for good. "I continue here," Tudela remarks to us, "because I have been successful abroad, but hardly anyone is left here. For example, Pepe Sahagun had put together one of the best oil crews in his firm, "Copetrolasa," but a decree similar to 1225, expressly directed against his firm, was issued; he liquidated his firm and is now in real estate. According to our information, he is deeply disappointed, and it is said that "he will

never return to the world of oil." The same thing happened to the small Venezuelan oil producing firms of Mito Juan, Las Mercedes, and Talon, which were discriminated against in the nationalization process, and which were not offered the same conditions as the big international companies.

"The Venezuelan oil industry is currently undergoing a brain drain," Tudela says. "Many excellent Venezuelan oil engineers have left Venezuela for good and are living in other countries like Argentina or the Philippines. Others have been successful in other fields. Those who have left will never return now, and that is a real shame." "What's more," he adds, "Venezuela is now on the verge of losing some of its most talented industrial executives as a result of criticisms of their very high salaries, which, in fact, are hardly competitive in the world market."

It may also be asserted, without risk of being mistaken, that the philosophy underlying Decree 1225 has moreover damaged the national economy. This was not talked about during our interview with Rafael Tudela; but the kind of business ventures he has conceived and carried out successfully over the years could well typify hundreds of opportunities that have been lost to Venezuelan industry, which even today is struggling to open up new export markets for its products.

With the passage of the years, Tudela has become a real asset to Spain and Japan, to name just two countries that have benefited from his dynamism. At the inception of his oil marketing career, he promoted the export of Spanish products, particularly Spanish-built ships, after Spain announced a policy of allocating 30 percent of its oil import needs to "those companies" that would help export Spanish manufactures. Hideca bought and helped sell 1.2 million tons of Spanish-built vessels.

Tudela also opened the doors to the Spanish market for Kawasaki marine turbines at a time when Japan was unable to enter it on her own. Furthermore, he persuaded Texaco to buy tankers equipped with Kawasaki turbines and built in Spain, even though the Spaniards had had no previous experience in that market. Today, those turbines are universally accepted worldwide.

Tudela also helped British industry. At one point, while Tudela was negotiating the sale of Spanish tankers to Texaco, he was informed that the British had a better offer: a 20-percent discount (tax credit) on all ships built in England. Tudela, however, was already committed to promote Spanish exports because of his marketing connections with Spain, and it looked at first as though he would lose the deal with Texaco. His solution: Spain had a steel reserve shortage, while British Steel had an overproduction; so he persuaded the British to sell steel to Spain and offered Texaco the same discount for ships built in and bought from Spain... Texaco and Spain accepted.

#### The Refinery Negotiations

Hideca is now concluding its third negotiation in less than 1 year to acquire a controlling interest in a large Caribbean refinery. Its previous two tries

had failed unexplainably in the final stages of negotiation for the Charter Oil Company, a large independent U. S. firm, which was linked to the questionable and doubtful capers of Billy Carter, brother of Jimmy Carter.

The acquisition of a Caribbean refinery has been a longstanding objective of Hideca that reflects Tudela's efforts to consolidate his oil activities in such a way as to be able to adapt to the changes and variable conditions of the world oil market. Tudela is convinced that once he has ownership of a refinery he will be awarded long-term supply contracts, even by Venezuela, enabling him to participate in the marketing and distribution of his own country's oil products through refined products. His first two tries at buying Caribbean refineries pitted Hideca against powerful political interests in the United States. Some observers are firmly convinced that Billy Carter's "curious" connections with Charter Oil may have reached a point at which American political interests considered it necessary to "block" Hideca's efforts to buy refineries.

Hideca first tried to buy into the Bahamian Oil Refining Company (BORCO), a refinery that produces 500,000 barrels per day, in Freeport, Bahamas. BORCO had two owners: 65 percent of its shares were owned by PETCO, an independent New York oil company that belongs to Edward Carey, brother of New York's Gov Hugh Carey, and the remaining 35 percent by Standard Oil of California (SOCAL). The BORCO refinery was built to refine oil for the Middle East, very close to the American coast but outside the American market area, an important aspect of its situation having to do with tax matters. The idea behind the BORCO refinery (the world's fifth largest) was to receive oil tankers with crude from the Middle East but not flying the American flag, and thus to take advantage of cheaper charter rates.

The idea worked until OPEC prices began to multiply. Moreover, its main supplier, Libya, was becoming increasingly reluctant to furnish the refinery with large quantities of crude, and as a result, operations had to be curtailed sharply. Carey lost control of the refinery, and BORCO was forced to declare bankruptcy after having accrued an indebtedness of \$500 million to its suppliers (including the Libyan and Iranian National Petroleum Companies) and SOCAL.

When Hideca made its offer, BORCO was on the point of being put into receivership and the administration of its assets taken over by the court. The destitute company had guaranteed obligations in the amount of \$105 million owed to SOCAL, plus unsecured obligations of \$155 million owed to Libya and Iran, as well as additional debts in the amount of \$60 million owed to other creditors.

At the beginning of 1979, Hideca offered \$100 million for the 65-percent interest that had been owned by PETCO in the Bahaman refinery. Tudela was confident his offer was competitive, in that, he had sure sources of supply, and it was to be supposed that Venezuela would also supply him with crude once Hideca had majority control of the refinery; he had been encouraged on more than one occasion by Lyndon O. Pindling, prime minister of the Bahamas, who frequently expressed his desire to work in association with Venezuela.

Charter Oil, a rapidly growing company headed by the aggressive Florida financier, Raymond K. Mason, had also made an offer for the BORCO refinery. Mason, too, was seeking a refinery outside American territory, preferably in the Caribbean, after his many visits to the Middle East had convinced him that the National Arab Petroleum Company would sign contracts that were advantageous to Charter because of his personal ties with Arab sheikhs. Charter had paid an initial sum of \$4 million in cash to ensure for itself Carey's share in PETCO, and had virtually assured the other 80 percent by offering Carey some \$20 million in refined products from Charter. Mason's enviable plan was to acquire all the American east coast market contracts, while simultaneously obtaining majority control of BORCO and saving its refinery.

When Hideca submitted its offer, the price of Charter shares on the stock market strangely dropped sharply from the \$44 (maximum) per share they had reached after obtaining Carey's share of PETCO and thus beginning the acquisition of the Caribbean refinery. The spectacular drop in the price of Charter shares compelled the U. S. Securities and Exchange Commission to suspend the sale. Everything seemed to indicate that Hideca's offer would be successful; but Mason put his Arab contacts to work and submitted a counteroffer wherein the Lebanese [as published] and the Iranians had agreed to sell to Charter their claims against the BORCO refinery "for a small cash down payment and promised to supply the refinery 275,000 barrels daily until a more secure and longer-term contract could be negotiated."

Not to be beaten, Hideca challenged Charter, raising its offer to \$200 million, backed by a long-term credit approved by a group of 11 European banks. This second bid by Tudela offered to pay off in cash the \$105-million secured debt to SOCAL. The remaining \$95 million were to be used to purchase certain needed machinery and equipment (\$30 million), and to clean up BORCO's unsecured indebtedness with its other creditors. Hideca also offered to renegotiate the remaining unsecured indebtedness with BORCO's creditors.

When Tudela's second offer became known, the WALL STREET JOURNAL picked it up immediately and made clear that it was a much better one than Charter's, which brought a further drop in the price of Charter shares. Again, everything seemed to indicate that BORCO would become the property of Tudela, so much so, that Bahaman Minister of State Alfred Maycock scheduled an official visit to Venezuela in August 1979 to clear up the final details of the offer...when suddenly, his trip was canceled and the deal fell through.

Tudela scrambled to pick up the pieces, but the Bahaman officials were not taking his calls. Furthermore, SOCAL, which had until that moment maintained a strict neutrality throughout the bidding process, now began to take sides, and remarked to Tudela that it preferred to do business with Charter and that moreover its negotiations with Charter were already at an advanced stage.

Tudela suspected deep down that there were political interests at work behind the scenes; otherwise, he reasoned, his friend, Prime Minister Pindling, would not have felt the need to back down from statements he had made to the effect that BORCO would certainly become the property of Hideca. Although deeply discouraged

by this latest setback, Tudela turned his attention to CORCO (Commonwealth Oil Company), which owned a small 160,000-barrel-per-day refinery in Puerto Rico, and which was also on the verge of bankruptcy. Tesoro Oil, an independent company in Houston, was looking for a partner with whom to buy a majority interest in the CORCO refinery, and, together with Hideca, they quickly drew up an joint offer. But once again, Charter Oil stepped in and made such an attractive offer to Tesoro that CORCO's board of directors decided to drop the deal with Hideca and negotiate with Charter. Tudela admits he felt sure the American politicians were working, if not against him, certainly in favor of his adversary, although at the time he had no hard evidence to this effect. Subsequent events have proven him right. It has now become clear that the determining factor in Charter's sudden and surprising success had been its (then secret) ties with Billy Carter, whose efforts to bring about an agreement to obtain Lebanese [as published] oil for Charter Oil apparently influenced the outcome in both cases. Charter, however, paid so dearly to take these deals away from Tudela that today, stripped of the political backing it then had, its shares have hit rock bottom and it is on the verge of bankruptcy. Charter, unable to make good on its offer to ORCO, has withdrawn it, and Tudela, returning to the charge, has closed on a firm option to buy half of Tesoro's shares in CORCO once the refinery is out of the red.

#### A Concerned Man

Despite the life style, somewhat that of a "globetrotter," required by his international interests, Tudela continues deeply concerned about the future of Venezuela. Although there are currently various independent deputies representing private sectors in Congress, Tudela is the last of the pioneer group of 13 members who opened the doors of Congress to the private sector, and as such, his impressions of the Congress and of the political system, after 12 years of having belonged to that body, are especially relevant to contemporary Venezuela.

"The idea of bringing men from the private sector into Congress, as independent legislators free of party affiliations," he said, "was conceived by the late Dr Rodolfo Rojas. At that time (1968), he was convinced that a vast gap existed Venezuela's political and national realities, and he wanted to include the private sector in the Congress to enable it to express and defend the viewpoints of private enterprise.

"Our group contributed in part to the political campaigns of several parties, on the condition that we would receive a certain number of seats in Congress, as independents attributed to, but not tied down to or subjected to, any political line." Tudela admits, however, that "in some respects, the experiment was a failure." Our group was not accustomed to the political infighting that takes place in Congress." But even more than that, he tells us, the fact is that virtually everyone was afraid to vote in accordance with his conscience and express his views on controversial issues because, without wanting to be, he was nevertheless tied down by the fact of having a pending application for a loan or a pending bid on a contract with the government that could be lost...

In another respect, on the other hand, the experiment was a success. The politicians listen to us," he says, "... They seek our advice, because they know we are not bound by partisan lines, and for this reason our viewpoints are respected and exercise influence in many cases. And what is more important is that the independents are helpful as mediators in circumstances in which partisan differences may result in unnecessary conflicts."

According to Tudela, the quality and composition of Congress has improved considerably since 1960, although certain problems persist. One of the most negative factors has to do with the structure of the Congress: "The members of Congress have no advisers, no staff of their own, no organizers, no budgets, etc. Unlike the American Congress for example, our members of Congress are constantly uninformed, because they lack qualified personnel to help them investigate and define the big national problems. And the few advisers that do exist are for the most part "political appointees" who have neither the experience nor the ability to do a proper job."

Another major failing of the National Congress is its vast remoteness from national realities. Tudela explains to us: "There continues to be a wide gap between national facts and national politics, and the main reason for this is that we do not have genuine democratic representation. The members of Congress are not elected directly or democratically; practically speaking, they are picked by little groups ("little nuclei") within each party, and therefore feel bound and beholden to the leaders of the factions they represent. As a result they tend to identify as Pinera-ists, Caldera-ists, Lusinchists, etc."

Many politicians have begun feeling the need for change. The Venezuelan people are sick and tired of the present system, which really is not a democracy but rather a "party-ocracy". An example of this change was the new municipal elections held during the current constitutional period. Unfortunately, the idea of this change is not being well received at party summits, since to accept such a change would obviously mean accepting a diminishment of individual and personal power that no one wants to lose.

Despite these down-to-earth comments...Tudela continues to be optimistic about the future of the country. "We have a strong economy, and, unlike other countries, where the wealth is concentrated in the hands of a few economic groups, Venezuela is blessed by the fact that the state receives most of the national income; but the problem is that the state does not know how to distribute that wealth correctly. If only it were more efficient in the distribution of that wealth, our people would be more benefited and content..."

[End of article by JS/EP/MNO; unattributed biographical sketch follows]

#### From Hats to the Academic Cap

"My father had a hat shop, and when I was a boy I worked with him, helping him in the wholesale and retail buying selling of hats." This is how Rafael Tudela recalls his start in business, in which he is one of those Venezuelans who have

reached the top most rapidly in the sharky world of the greatest, most voluminous, most abundant, most fabulous source of wealth ever to have been bought and sold since the Phoenicians elevated this art to a dignified and exalted status: oil. "Venezuela" would seem to be one with "oil"... But not the "Venezuelans," in that, owing to a complex set of factors, the Venezuelans are in fact virtually absent from the buying and selling in the world market. Now then did Tudela enter it? Where was his Hideca company formed? Few Venezuelans know that Hideca has only a token office in Caracas, mostly to sometimes accommodate Hideca's founder and president, Rafael Tudela, but in no way able to accommodate the management from here of a complex empire that owns oil tankers, oil fields and marketing complexes, and that, if it succeeds in its aims, will shortly own one of the largest Caribbean refineries. Hideca's main office is in Houston, Texas, not in Caracas; not one of Tudela's ships sails under Venezuelan registry; his oil fields are in Ohio and Pennsylvania, not in Lagunillas or Monagas. What is more, the oil that Tudela buys and sells does not come from Venezuela. Of course, Tudela has learned all he knows about oil in Venezuela. But the doors of his own country were closed to him and he decided to leave it for more open-minded areas where he could put his knowledge to the test. Tudela learned the meaning of "trade" at a very early age, almost as a child, first, making up delivery and shipping orders, then, entering the transactions of the little hat shop owned by his father (of whom he speaks reverently) in its account books.

While attending high school and helping his father, he spent late night hours learning as much as he could about accounting and still found time to begin studying English at the Academia Comercial Puerto Rico. Thus, by the time he had completed his high school studies at age 16, Tudela already had a very clear idea of what it meant to earn a living, and his intuition gave rise to an ardent desire to go to the United States to complete his education. Those were the immediate post-World War II years and, almost against the wishes of his father, who did not want to see him go, he left with a rather vague promise that he would receive \$70 a month to cover all his expenses. However, he did not go to the United States, but rather to Canada, to McGill University. "I wanted to be a psychiatrist," Tudela recalls. "At that age I was completely obsessed with Freud and Jung; but when I got to McGill University and learned that I would have to study 14 years to become a psychiatrist, that cooled my enthusiasm." Of course, he had neither the money nor the time, and obviously not the vocation for unraveling, or striving to unravel, the mysteries of the mind and of human behavior. "I told them that what I wanted was a short study program to a career"...and, after taking some tests, he was told that he was capable of succeeding in any line of study he might choose, but that his outstanding field was trade. Tudela was a born Phoenician. The days he had spent dispatching merchandise and entering figures in the Sombrería Tudela account books had borne fruit.

The little Venezuelan of McGill University, however, decided to give rein to his avocation for making things, and began studying architecture. But among the required studies for architecture was "mechanical engineering," and since American and Canadian colleges are flexible and permit, even encourage, students to seek out their vocation, Rafael Tudela took the latter road, subsequently graduating as a mechanical engineer from the University of Houston. At that time, Houston

was the Texas oil boom town, and Tudela was already beginning to sense that what most stimulated his Phoenician nose for business was air laden with the smell of hydrocarbons and their derivatives. In that city, the new breed of legendary oil tycoons was already hatching, as in the case of Bob Kleber (on whose life the motion picture "Giant" was based). Located there too was Glenn McCarthy; and the University of Houston itself, where Tudela had studied, was the creation of the almost mythical Cullen, an oil laborer who started out as an illiterate driller and ended up having amassed a considerable fortune, part of which he dedicated to the creation of a university so that other "Cullens" would have better opportunities than he had had to educate themselves. In addition to his degree in mechanical engineering, Tudela studied at Northwestern University in Illinois for a master's degree in advanced management. Young Tudela had left well behind him the days of the Tudela Hat Shop, but on his head...and, above all, inside it, the three-tasseled cap he had earned was well planted.

#### Tudela Enters the Oil World

Rafael Tudela began to be attracted to oil almost without his realizing it or seeking it. When he had been at the University of Houston 2 years, a distinguished Venezuelan, Guillermo Zuloaga, visited the city. Zuloaga, who in the long-past 1930's, when Gumerindo Torres was Minister of Economic Development (in charge then of oil in Venezuela), had created the Hydrocarbons Technology Office, held at that time a high position in the Creole Petroleum Corporation (the Venezuelan subsidiary of the Standard Oil Company of New Jersey). From the inception of his oil work, Guillermo Zuloaga had dedicated his efforts to the training of Venezuelans in all the diverse facets of the complex and decisive industry. During his visit to Houston, Zuloaga was invited to take part in an exchange of views held by the Association of Industrialists, to which some university students had also been invited. The foreign students among the guests elected Tudela as their spokesman, and Guillermo Zuloaga's penetrating eyes focused on him. Zuloaga sent a note to his young countryman inviting him to a cocktail party that night, but Tudela had a date with a very pretty American girl and did not attend. A few weeks later, however, student Tudela was surprised to receive a letter from the Creole Petroleum Corporation telling him it had studied his case, reviewed his grades, talked with his professors, and that he would shortly be visited by a company representative in Houston, who would offer him a scholarship and a work contract in Venezuela when he had completed his studies.

The scholarship was for a career different from mechanical engineering: petroleum engineering; and Tudela declined it. Creole insisted, however, and agreed to have the scholarship cover the completion of his current mechanical engineering studies and then to extend it to cover petroleum engineering as well. Thus, the hard-headed student's difficult financial situation was not only alleviated, but his future was assured; and when he had finished studying what he had wanted...and what the donors of his scholarship had wanted, he returned to Venezuela and was assigned to the Caripito oil field.

Tudela got to know all the details of every one of Venezuela's oil fields in Oriente and Occidente: Pueblo Viejo, Lagunillas, Cabimas, Tia Juana...where he met the niece of the head physician of Creole's medical department and married her. "This is how I mastered all there is to know about oil," Tudela

recalls, "except how to buy and sell it. The Americans allowed no one to get into that. They confined it to very high levels. Even though I rose very rapidly in Creole, I believe that not even Creole's upper management knew anything about the marketing of oil. I believe Siro Vazquez was the only Venezuelan ever to have entered that sacred inner sanctum. Tudela nevertheless got there, but only by way of hard experience. Today, he is the most powerful, influential and outstanding Venezuelan private enterpriser in the oil business...although his enterprises neither buy nor sell Venezuelan oil and his base of operations is not in Venezuela.

From the ETI [Industrial Technical College] to Templex to Hideca

Toward 1954, engineer Tudela held a good position for a professional of his age. He was married, had one daughter, a good job, good training and in a profession with a future in a solid and stable company. Frugal, organized and methodical, he was helping his brother Carlos pursue his studies in the United States. Then, his father died. Hats had gone out of style and "old" Tudela, who had been a very rich man, died in poverty. Tudela flew to Caracas for his father's funeral, and there he learned that his father's economic situation had been even worse than he had suspected. The harsh impact of poverty dealt him a cruel blow when the funeral empresario who had supplied the coffin told him coldly that unless the 500 bolivars owing on it were paid, "the body could not be taken away." Tudela borrowed the 500 bolivars, and learned the next day that, on his Creole salary, he would have to maintain his wife, his daughter, his mother and his aunt and would have to help his other brothers pursue their studies. "That taught me more than everything I had learned till then. I remember now," he says, "that my father used to tell me he did not know whether or not he would be able to leave me money ...but that in any case he would assure me a good education. He kept his promise, of course, but what perhaps even he did not suspect was that in dying as poor as he did he left me more than if he had willed me a fortune." About that time, Tudela was transferred to Caracas, and, shortly thereafter, faced with the need to increase his income in order to cope with his overwhelming family burden, he accepted a compelling offer to teach some night courses at the ETI, then at the Universidad Central. Within a short time, Tudela was appointed director of the School of Petroleum Engineering. When, while still with Creole, he was offered the position of head of the ETI, and unable to hold both jobs, he resigned from Creole. The real reason, however, for Tudela's resignation from Creole was not only that there he had no more to learn and that his further rise within the company would be very slow but also that the employee within him could no longer resist his innate enterprising drive. Tudela had been in contact with a company that had twice gone broke and was now on the verge of going out of business altogether. Templex was a little glass factory with the doubtful merit of losing 30,000 bolivars a month at an initial capitalization of 30,000 bolivars...but Tudela was able to visualize a future for it and the necessary remedy.

Templex's industrial assets were an old furnace in Catia, an old illiterate Italian furnace attendant, who operated it, an office boy...and Tudela who was manager of purchasing, sales and everything else. Today, the Templex factory has more than 600 employees who work in a modern plant installation situated in La Victoria with annual sales of close to 60,000 bolivars...and a refreshing bundle of orders which it can barely manage to fill. Tudela entered on the basis of a one-third

ownership...and that is what he owns of it today. It manufactures curved windshields for the automotive industry, and is now installing the first "floated glass"--a process invented by Pilkington--plant in Latin America. By 1966, Tudela had consolidated Templex and saw this as his time to leave it for what he had always wanted to return to: oil. With his first 100,000 bolivars in cash, he formed Hideca. "my real intention," he says, "was to work in the Venezuelan oil business. It was the one I knew best, and I knew there were many things that could be done. That is why I formed Hideca. But I saw the experience of Copetrolasa, which was being deliberately destroyed because it was a Venezuelan firm. I found out then through many applications to the Ministry of Mines that we Venezuelans who seek to get into the oil business are not welcome in Venezuela. To be welcome, one must be blonde and a foreigner. That is what sent me abroad. I was determined to get into the business of buying and selling oil." Technically, Tudela knew all there was to know in the industry. He had been in the oil fields, he knew how the oil was extracted, how it was transported, how it was refined, how it was stored. He knew the grades, characteristics and qualities of all the world's crudes. And now he wanted to buy and sell it. "Since this was what the companies would not let us learn, I surmised from the beginning that there is where the real profits from this fabulous product lay," he says. Tudela's first business deal was one in which he sold gas to Argentina, took payment in frozen beef, paid for some Spanish ships with the beef, obtained a credit for the first ship with the Argentine and Spanish contracts in hand, and with all of this bought the gas, sold and delivered it, then, with the ships, continued buying and selling oil, and has accrued a fortune that now hovers around the thousands of millions.



With his first 100,000 bolivars in cash, he formed Hideca in 1966. This is a photo of Rafael Tudela at that time.

## Quarrels and Squabbles

In a country in which egoism always triumphs, as Venezuela's national anthem says repeatedly, the Tudela "phenomenon" generated all sorts of resistance and bad-mouthing. There was a period during which Tudela practically lived aboard planes. Flying from Tokyo to Bahrain, from Kuwait to Paris, from Houston to Tokyo, Tudela learned to write, dictate letters, do his accounting and read reports in the first-class seats of every airline in the world. His in-flight work became so active that he sometimes bought two first-class seats side by side, to be able to place alongside of him his bulky briefcase full of papers and spread his elbows without bothering a fellow passenger. He then decided to buy his own plane. The said plane—one of the first executive jets to be brought into Venezuela—became the target of envy among the Caracas Aero Club's old and moldy surnames, who could not stop wondering how this man, without political patrons, without dirty business deals, without speculative "luck-outs" like buying pieces of land in Antimano and selling them to the government at 20 times their purchase price, could own a jet worth 5 millions.

"From the time we started expanding, we have not stopped," says Tudela. "We have had some difficult situations, we have lost money and made money, but the balance has always been positive and the diversified reinvestment of our profits has given us a solidity that makes ever more difficult, if not impossible, a return to tight financial situations." One of Tudela's losses was in Venezuela. He had bought a firm, Talon, that operated in Venezuela, and when the nationalization took place, Talon, together with other Venezuelan oil enterprises—Las Mercedes, Mito Juan—was discriminated against, in the sense that the foreign enterprises (Shell, Creole, Sun, Texaco, etc.) were awarded the additional business of selling Venezuelan oil for 3 years. This was part of the nationalization "package"...from which the small Venezuelan companies were excluded. "Each time I have tried to do something in Venezuela with respect to oil," remarks Tudela, "I have taken a beating over the head." In fact, Tudela decided to sail his ships under the Venezuelan flag. He encountered so many headaches, that, following the advice of a wise Greek whom he befriended—named Aristotle Onnasis—Tudela, in 24 hours, dissolved the company and reregistered his ships with another country. About that time, Tudela was elected an independent deputy and was named a member of the Nationalization Commission. Far from benefiting him, this bound his hands, feet and tongue, in that, he could not voice an opinion that might smack of personal interest, and he had to take his losses in silence.

## A Vocation for Transcendence

A very close friend of Tudela asked him some time ago: "Why do you go seeking so many aggravations? Why don't you devote your time to golf or chess (which is what he most likes)? You have a yacht on the Riviera and a profound contempt for politicians."

Tudela's response was forceful, rapid and unequivocal: "First, because I like to work," he said, "and over and above that, I feel an enormous desire to do something for my country. I have already done something for my wife, for my mother,

for my brothers, for my children, and for myself. Now I want to do something further for my country, which I love and for which I feel distressed. As a businessman, I am happy when I organize an undertaking and produce money, convenience and well-being for many persons...hundreds of them, perhaps thousands indirectly. But if I were in a position of political power, I am convinced I could help and influence positively the lives of hundreds of thousands of persons. I have completed my private enterprise phase; now I want to do more, even though it may cost me something instead of producing for me." This is the way he talks today, in March 1981, when a wave of skepticism, escapism and discouragement seems to be permeating all strata of Venezuelan society. So speaks a Venezuelan--a rare one, who has managed to create a formidable transnational company, with its main office in Houston and subsidiaries in Madrid, Tokyo, Berlin, Kuwait, New York and Buenos Aires--the largest single buyer of ships from Spanish shipyards--one of whom the WALL STREET JOURNAL speaks in laudatory terms as the most able oil man in the difficult and complex world "spot" market. Rafael Tudela is, without the least doubt, a good example of what Augusto Mijares has referred to as "Venezuelan Positiveness."

[End of unattributed biographical sketch; editorial epilogue follows]

In conclusion, we do not want to be scatterers of ashes. What we do want is to burn, with the blazing torch of truthful criticism, the corrupt and the corrupters, that horde, masterfully denounced by Uslar in his admirable speech before the Congress on 17 December 1980, of do-nothings and squatters, of embezzlers and delinquents. But we say--and will show in this new series of articles we have now started with the above one on Rafael Tudela--that they are in a minority; that Venezuela is not all mediocrity, meanness, complicity, cowardice or corruption; that there are positive Venezuelans. Our polestar in this undertaking will be Augusto Mijares's noteworthy essay, some paragraphs of which we reproduce below:

"The scatterers of ashes are, in private life, those parents who, in words, mistreat their children with disparaging judgements as to their natures: 'This child is very self-willed'; 'this child is a coward.' Sometimes, this is done merely out of impatience and annoyance; often, by way of misunderstood affection and with the intent of correcting the child; and sometimes, out of extreme cruelty and a desire to show superiority and dominance. Our heart contracts when we see that the child is thus falsely and humiliatingly branded and condemned to struggle against that fantasy for the rest of his life. Those ill-thought-out remarks are like a deforming mirror the youngster will find before him at all times during the most sensitive period in his psychological formation, and that obsessive image of himself cannot other than produce in him, until he can free himself of it--if he can ever succeed in doing so--innumerable conflicts of rancor, shame, frustration, fear and desperation. 'It is possible that even a lifelong struggle may not separate him from that false personality. And, not unlike the manner in which our sun, under the noon sun at its zenith, becomes fully one with us, perhaps, for this child, his adult maturity will not be his own maturity but that of the dark shadow to which he was bound from his first steps along life's road.'

"But scatterers of ashes also exist to show off before their own country, like those parents before their children, and feel themselves superior and dominant by simple recourse to the putting down of others--in the concrete case I wish to cite: the putting down of Venezuela and the Venezuelan people.

"It is not hard to see that when one of these Narcissists--Narcissists because of their egoistic self-overevaluation--blatantly laments that Venezuela has done this or that against Bolivar, Miranda or Bello, it is because he wishes to portray himself as a misunderstood Bolivar, Miranda or Bello. And when he speaks of all Venezuelans as being ungrateful, or corrupt or frivolous, his only interest is to posit himself as the paradigm of the opposite virtues.

"Other causes have also contributed, of course, to the creation of that unfortunate habit of blaspheming against our mother country or burying ourselves in ashes and laments. The most evident of those causes is the trauma the national conscience was compelled to confront when our political misfortunes, wars, disorientation, personalism, and the country's poverty produced, toward the middle of the past century, the total collapse of the Republic with respect to our collective aspirations to legal regularity, administrative probity, freedom and culture, which until then had been maintained intact. Those ideals dated back to the 18th century, and the desire to actualize them was the spiritual core that gave birth to our country. During our war of emancipation, they asserted themselves as the moral justification of the Revolution and of the sacrifices it demanded. During the first years of the 1830 Republic they governed the moral and political reconstruction that Venezuela achieved. Then suddenly, everything began to crumble: anarchy and despotism, cruelties, lies and prevarications all occupied the front and center of our public life. That trauma and this deceitful reality constituted for our fathers the suffering of each day. It is therefore not surprising that they were taken as the sole and fundamental reality of our country.

"But the fact is that even in the worst moments of our political crises, those concepts of honesty, abnegation, civic behavior and a sincere desire to work for our country were not totally lost. Even during the periods of our worst misfortunes, those virtues can be distinguished in the background of the darkened scene, either in the form of rebellion or in that of quiet and obstinate workings. Sinister and grotesque figures come forth before the footlights and capture the attention of the public; but always a martyr, a hero or a thinker illuminates the scene and leaves for posterity his testimony to goodness, disinterestness and justice.

"Much effort has been put into making an institution of what there is of mean and depressing in our history; I have undertaken to struggle with equal effort against the caricatural image of our national character that this has produced. A dedication to humiliating and offending ourselves, I have said during my effort, has taken on the virtue of a stylish and elegant display; it is a sign of distinction and entitles one to a professorial chair; we now accept ingenuously that the Venezuelan who gives up on the Venezuelans stands taller than the rest of us, like a paradigm of ability and honesty. What is even worse is that sincere, able and

unquestionably well-intentioned compatriots have let themselves become infected by this unfortunate habit. And they will not even admit that just as they themselves are fundamentally the negation of that pessimistic concept of the national character, there are perhaps hundreds and thousands of Venezuelans like them to be found, who, even though doubting as to the rest of us, could serve as a renovating nucleus of immeasurable influence.

"If through its aim to revive our collective morale, this book were to bring forth skeptical and derisive smiles, it would be nothing less than further proof of how necessary it is to rescue those Venezuelans who still have some spiritual tonicity from that foreign-concession-mindedness that the rest of us find so comforting.

"Only pedants and those who have lost all hope of a remedy for their personal sterility mistake ostentation and sentimentalism for morale. Every human problem is fundamentally a behavior problem, and consequently a moral problem--an individually and collectively moral one. How we wish to live, what kind of life we consider best, how we intend to live: These are the questions that keep active the inner striving that is the best of each human being. This is why moral conflicts are at the root of the most passionate tragedies, real or imagined, that move men; heroes and martyrs, saints and liberators, on the one hand, and on the other hand, rogues and fools, cowards and liars--in sum, all that is exalted and admirable and all that is despicable and odious--take form only in the light of a moral judgement. Humanity has always bestowed the honorific of heroism not on vulgar fighting but on an inner ethical inner particularity that raises a human being above his fellow human beings: a hero is he who resists when others give in; he who believes when others doubt; he who rebels against routinization and conformism; he who maintains his pureness when others prostitute themselves. A book on civic morality can also be an epic.

"And that aspect of our country that I wish to see brought forth can also present to us facets of unsuspected beauty: Men who have simply wanted to be honest have for that very reason been great and valorous; at times, one who has sought only to uphold his self-respect has, through his sacrifice, attained the status of a hero; an intellectual worker who isolatedly appears to be but a vague figure is found, however, when evaluated against this moral standard, to have the quality of a paladin; an old man, who after being buffeted by disappointments and perfidies clings to his convictions, rises like a defiant Ajax atop the ocean crag that he feels giving way under his feet. Goodness itself can sometimes wear a panache, and honesty and uprightness are often a challenge held forth against mediocrity.

"In Venezuela, the exploiters often mock sincere, enthusiastic and disinterested men, labeling them epithetically as 'lyric poets.' We respond: It is true. They are lyrical and great; if we inscribed their lives in a book, that book would, on the one hand, be a book on morality, and on the other hand, an ode to the greatness and lyricism of that way of life.

"In this sense, 'Venezuelan Positiveness' could be another ode to Venezuelan heroism. If subtitles were still in vogue, its appropriate one would be: "On the Heroism That Is Not Evident in Heroic Venezuela."

"It could also be a body of Venezuelan principles. For, another aspect of our pessimistic tradition is our penchant for affirming that we have always drifted aimlessly, without any set goals, at the mercy of the whims of the powerful and the improvisation of their favorites. In part, that is true, but it is not the whole truth of our history. From the fruits of patriotism, of perseverance, and of the disinterestedness of many, sometimes anonymous, workers, we can reconstruct an intellectual tradition that shall acquire, for our youth, as much reality as we have striven to bestow on the shamefulness, the thievery and the perjury that have had their places in our political life. Disdained, persecuted or derided though they may have been, Venezuelans have always existed who, from generation to generation, and even in death, have passed on to the next the indication of what was about to be done and have thus maintained the continuity of our national conscience.

"Guzman Blanco is cited as having boastfully availed himself of what he called 'the cemetery of the living,' that is, of reclusion in silence and in the inactivity of all those who refused to accept the unipersonalism of the caudillo. That cemetery extends throughout Venezuela's history, but from it we can still rescue, still alive, the best of our moral reality. To explore, build up on, and safeguard that spiritual dimension of Venezuela is as important as the safeguarding of our material integrity. Or more so."

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